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ORGANIZATIONAL IDENTITY: POSITIONING THE COAST GUARD FOR FUTURE SUCCESS IN AN EVOLVING ENVIRONMENT

by

Melanie A. Burnham

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Thesis Co-Advisors: David Brannan
Glen Woodbury

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The Coast Guard is an organization entrusted with significant responsibilities in the maritime environment. Concerns about large numbers of aging assets scheduled to reach the end of their design service life has prompted the Coast Guard to initiate the replacement and modernization of its offshore maritime and aviation fleet. Due to an initial lack of acquisition expertise and less than adequate funding, the Coast Guard has been faced with making tradeoffs. The primary goal of this thesis is to determine how the Coast Guard's organizational identity and strategic vision have impacted its ability to obtain necessary capabilities to satisfy mission requirements. This research also explores the Coast Guard's social identity and the organization's current performance measures. This research employed historical analysis, social network analysis, program analysis, and social identity theory methods. This research concludes is that changing patronage lines and in-group characterization may have negatively impacted the Coast Guard's ability to satisfy mission requirements. This thesis recommends that the Coast Guard reevaluate performance measurements that do not directly translate to the overarching strategic goals of the organization or of the Department of Homeland Security. Communication resources should focus on key figures associated with the budgetary and acquisitions processes.

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ORGANIZATIONAL IDENTITY: POSITIONING THE COAST GUARD FOR FUTURE SUCCESS IN AN EVOLVING ENVIRONMENT

Melanie A. Burnham
Lieutenant Commander, United States Coast Guard
B.A., University of Washington, 2012

Submitted in partial fulfillment of the
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December 2016**

Approved by: David Brannan
                    Thesis Co-Advisor

                    Glen Woodbury
                    Thesis Co-Advisor

                    Erik Dahl
                    Associate Chair of Instruction
                    Department of National Security Affairs

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ABSTRACT

The Coast Guard is an organization entrusted with significant responsibilities in the maritime environment. Concerns about large numbers of aging assets scheduled to reach the end of their design service life has prompted the Coast Guard to initiate the replacement and modernization of its offshore maritime and aviation fleet. Due to an initial lack of acquisition expertise and less than adequate funding, the Coast Guard has been faced with making tradeoffs. The primary goal of this thesis is to determine how the Coast Guard's organizational identity and strategic vision have impacted its ability to obtain necessary capabilities to satisfy mission requirements. This research also explores the Coast Guard's social identity and the organization's current performance measures. This research employed historical analysis, social network analysis, program analysis, and social identity theory methods. This research concludes is that changing patronage lines and in-group characterization may have negatively impacted the Coast Guard's ability to satisfy mission requirements. This thesis recommends that the Coast Guard reevaluate performance measurements that do not directly translate to the overarching strategic goals of the organization or of the Department of Homeland Security. Communication resources should focus on key figures associated with the budgetary and acquisitions processes.

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TABLE OF CONTENTS

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LIST OF FIGURES

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LIST OF TABLES

LIST OF ACRONYMS AND ABBREVIATIONS

ADM	admiral
ATON	aids to navigation
CIP	capital investment plan
CBP	U.S. Customs and Border Protection
DEA	Drug Enforcement Administration
DOD	Department of Defense
DHS	Department of Homeland Security
DMDC	Defense Manpower Data Center
DOT	Department of Transportation
EEZ	exclusive economic zone
FYHSP	Future Year Homeland Security Program
GAO	Government Accountability Office
GFM	Global Force Management
JRC	Joint Requirements Council
LCDR	lieutenant commander
LMR	living marine resources
LT	lieutenant
LT COL	lieutenant colonel
ISO	International Organization for Standardization
NSC	national security cutter
OIG	Office of Inspector General
OMB	Office of Management and the Budget
ONDCP	Office of National Drug Control Policy
PWCS	ports, waterways, and coastal security
OPC	offshore patrol cutter
PDCA	plan-do-check (study)-act
PRM	performance reference model
PSU	port security units
QMS	quality management system
SAR	search and rescue

SIT	social identity theory
SNA	social network analysis
SN	social network
SOPP	standard operational planning process
SORTS	Status of Resources and Training System
TWIC	transportation worker identification credential
USCG	United States Coast Guard
USLSS	Unites States Life-Saving Service
USN	Unites States Navy
VADM	vice admiral

EXECUTIVE SUMMARY

The Coast Guard is an organization entrusted with significant responsibilities that span multiple domains. It is charged with executing eleven statutory missions in the maritime environment: search and rescue; marine safety; ports, waterways, and coastal security; drug interdiction; migrant interdiction; defense readiness; ice operations; aids to navigation; marine environmental protection; living marine resources; and other law enforcement.[1] Concerns about a large number of aging assets scheduled to reach the end of their design service life, which are currently tasked to support these broad and complex missions, prompted the Coast Guard to initiate the replacement and modernization of its offshore maritime and aviation fleet in the late 1990s with a program known as Deepwater.[2] Due to an initial lack of acquisition expertise and less than adequate funding levels, which have made this program and other acquisitions unaffordable, the Coast Guard has been faced with making tradeoffs or not meeting its mission requirements.[3]

The primary goal of this thesis is to determine how the Coast Guard's organizational identity and strategic vision have impacted its ability to obtain necessary capabilities to satisfy mission requirements. Members of every organization, whether a government entity or non-government group, develops a particular and dynamic social identity about who they are as a group and who they are in their particular social setting.[4] The Coast Guard is no different, and its development has limited its effectiveness in

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[1] U.S. Coast Guard, *Operations* (Publication 3-0) (Washington, DC: U.S. Coast Guard, 2012), 8.

[2] Ronald O'Rourke, *Coast Guard Deepwater Acquisition Programs: Background, Oversight Issues, and Options for Congress* (CRS Report No. RL33753) (Washington, DC: Congressional Research Service, 2010), https://www.fas.org/sgp/crs/weapons/RL33753.pdf, 2.

[3] Michele Mackin*, Coast Guard Acquisitions: As Major Assets Are Fielded, Overall Portfolio Remains Unaffordable* (GAO-15-620T) (Washington, DC: U.S. Government Accountability Office, 2015), http://www.gao.gov/assets/680/670215.pdf, 1.

[4] Blake E. Ashforth and Fred Mael, "Social Identity Theory," *Academy of Management Review* 14, no. 1 (1989), 20–39. Ashforth and Mael discuss ideas from Stuart Albert and David A. Whetten, "Organizational Identity," in *Research in Organizational Behavior*, Vol. 7, ed. Larry L. Cummings and Barry M. Staw (Greenwich, CT: JAI Press. 1985), 263–295.

several areas, perhaps most importantly in relation to budgeting and capability acquisitions.

This research also explores the Coast Guard's social identity and whether the organization's current performance measures are enough adequate to support acquisitions processes. To do so, this thesis employs historical analysis and social network analysis methods to provide a description of the organizations background as well as identifying the patterned relationships that have been formed. Additionally, this research includes a program analysis on the past and present performance measures the Coast Guard captures. The researcher synthesized the information to determine what the Coast Guard's social identity is. The process of doing this is by identifying the analytical markers in a framework allowing for a greater understanding of the common features of a group, which can then be used to provide "systematic insight upon which to base actions or policies."[5]

The output from this research provides context from which policy makers can understand how the Coast Guard is currently portrayed on the national stage and make recommendations on how leaders can modify that perception.[6] The conclusion reached in this thesis is that that even though the Coast Guard has been highly regarded for its accomplishments throughout history, that has not translated to overwhelming budgetary support to obtain capabilities. In fact, the Coast Guard's changing patronage lines and characterization of belonging to in-groups without high levels of influence may have negatively impacted its ability to satisfy mission requirements. Though the Coast Guard reports impressive outcomes, its performance measures do not directly translate in all cases to the overarching strategic goals of the organization or to the strategic goals of the Department of Homeland Security (DHS). Furthermore, for the Coast Guard to have to fulfill mission requirements that do not directly translate to the overall mission of DHS also are problematic for it.

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[5] David Brannan, Anders Strindberg, and Kristin Darken, *A Practitioner's Way Forward: Terrorism Analysis* (Salinas, CA: Agile Press, 2014), 65–82.

[6] Fathali M. Moghaddam, *Multiculturalism and Intergroup Relations: Psychological Implications for Democracy in Global Context* (Washington, DC: American Psychological Association, 2008), 98.

To address the issues this thesis has identified, the Coast Guard needs to revamp its performance measurement process to align with Coast Guard and DHS's overarching vision and strategy. This process should include periodic reviews and recalibration as often as necessary for the Coast Guard to remain aligned to its new measures. The organization should further identify who is central to obtaining resources, depending on specific situations, and put its focus there. Finally, this research can shape how the Coast Guard communicates to Congress and other government parties. Understanding the organizations social identity and using that knowledge to effect change is essential to positioning the Coast Guard for success in the budgetary process amid evolving priorities.

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I.   INTRODUCTION

In a world in which decisions to legislate humanitarian action are simplified in terms of metrics and calculated through cost-benefit analysis, it is no wonder that the United States Coast Guard (USCG) struggles to compete for adequate funding to replace and modernize its offshore maritime and aviation fleet to meet mission needs. What is the value of saving a life? How can we quantify the complexities of protection and prevention activities when catastrophic incidents are avoided? Is the cost of positive community interaction worth the investment of people and resources? Those are some of the questions that are difficult to answer but drive to the core of the difficulty in enumerating second and third order effects of altruistic activities and quantifying the value of the Coast Guard to the nation.

A.   PROBLEM STATEMENT

The United States Coast Guard is a "maritime law enforcement, regulatory, environmental and humanitarian agency"[7] and member of the Intelligence Community.[8] The organization traces its roots back to 1790 when at the urging of Alexander Hamilton, President George Washington authorized the construction of 10 vessels known as revenue cutters to enforce maritime laws of the federal government, collect duties on imported goods, and prevent smuggling.[9] In 1915, the Coast Guard was established as a military organization under Title 14, and in time of war, it operates under the authority of the Department of the Navy.[10] Since its origin, the Coast Guard has merged with other organizations, transferred departments, and increased its responsibility level and the type of missions it is required to execute in response to the nation's evolving requirements. It transferred from the Department of Transportation (DOT) to the Department of

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[7] U.S. Coast Guard, *Operations*, *Operations* (Publication 3-0) (Washington, DC: U.S. Coast Guard, 2012), v.

[8] Office of the Director of National Intelligence, "Members of the IC," accessed October 15, 2016, https://www.dni.gov/index.php/intelligence-community/members-of-the-ic.

[9] U.S. Coast Guard, "U.S. Coast Guard History," last modified January 12, 2016, http://www.uscg.mil/history/web/USCGbriefhistory.asp.

[10] Establishment of Coast Guard, 14 U.S.C. § 1 (1946).

Homeland Security (DHS), where it currently resides as a result of the Homeland Security Act of 2002. The Coast Guard workforce consists of over 83,000 active duty, reserve, civilian, and volunteer auxiliary members.[11]

> The *Doctrine for the U.S. Coast Guard* states,

> The Coast Guard's distinct blend of authorities, capabilities, competencies, and partnerships provide the President, Secretary of Homeland Security, Secretary of Defense, and other national leaders with the capabilities to lead or support a range of operations to ensure safety, security, and stewardship in the maritime domain.[12]

It is charged with executing 11 statutory missions: search and rescue; marine safety; ports, waterways, and coastal security; drug interdiction; migrant interdiction; defense readiness; ice operations; aids to navigation; marine environmental protection; living marine resources; and other law enforcement.[13] A more detailed description of the missions[14] of the Coast Guard is explained in Chapter II.

1. Organizational Concerns

Concerns about a large number of aging assets scheduled to reach the end of their design service life that were tasked to support these broad and complex missions has prompted the Coast Guard to initiate the replacement and modernization of its offshore maritime and aviation fleet in the late 1990s with a program known as Deepwater.[15] Due to an initial lack of acquisition expertise and less than adequate funding levels, which

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[11] U.S. Coast Guard, *Coast Guard Snapshot 2014* (Washington, DC: U.S. Coast Guard, 2014), https://www.uscg.mil/top/about/doc/uscg_snapshot.pdf.

[12] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard* (Publication 1) (Washington, DC: U.S Coast Guard, 2014), 1.

[13] U.S. Coast Guard, *Operations*, 8.

[14] U.S. Coast Guard, "Missions," accessed April 1, 2016, http://www.uscg.mil/top/missions/.

[15] Ronald O'Rourke, *Coast Guard Deepwater Acquisition Programs: Background, Oversight Issues, and Options for Congress* (CRS Report No. RL33753) (Washington, DC: Congressional Research Service, 2010), https://www.fas.org/sgp/crs/weapons/RL33753.pdf, 2.

have made this program and other acquisitions unaffordable, the Coast Guard has been faced with making tradeoffs or not meeting its mission requirements.[16]

In fiscal year (FY) 2016, the Coast Guard's budget did not adequately fund the amount necessary to initiate the preliminary design for the offshore patrol cutter (OPC) or the actions necessary to procure a new polar icebreaker.[17] These two essential acquisition projects are needed to replace aging assets and to ensure safety and security in the offshore and Arctic waters bordering the nation. In sharp contrast, even though the president's budget did not include funding for a ninth national security cutter (NSC), Congress allocated money to the program through the budgetary process.[18]

Chair Duncan Hunter of the Subcommittee on Coast Guard and Maritime Transportation during a hearing on the president's fiscal year 2017 budget request on March 15, 2016, stated,

> For the fifth year in a row, the Coast Guard is seeing funding cuts in the President's budget request sent to Congress. The request would slash the Coast Guard's acquisition budget by 42 percent from the fiscal year 2016 enacted level. The proposed fiscal year 2017 request is roughly a billion dollars short of what is required to sustain the acquisition program of record. The underfunding of Coast Guard programs will continue to severely undermine efforts to recapitalize the Service's aging and failing legacy assets, increase acquisition costs for taxpayers, and seriously degrade mission effectiveness.[19]

Hunter further asserts that the administration is expecting that the Coast Guard's acquisition requirements will eventually be funded at a later time by Congress and that other agencies will immediately benefit by receiving funds that should originally be allocated to the Coast Guard.[20]

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[16] Michele Mackin, *Coast Guard Acquisitions: As Major Assets Are Fielded, Overall Portfolio Remains Unaffordable* (GAO-15-620T) (Washington, DC: U.S. Government Accountability Office, 2015), http://www.gao.gov/assets/680/670215.pdf, 1.

[17] . *Staying Afloat: Examining the Resources and Priorities of the U.S. Coast Guard: Hearing before the Subcommittee on Oceans, Atmosphere, Fisheries, and Coast Guard; Committee on Commerce, Science, and Transportation, Senate*, 114th Congress (2015) (statement by Dan Sullivan, Chair).

[18] O'Rourke, *Coast Guard Deepwater Acquisition Programs*, 4.

[19] *President's Fiscal Year 2017 Budget Request for Coast Guard and Maritime Transportation Programs*: *Hearing before the Subcommittee on Coast Guard and Maritime Transportation, House of Representatives*, 114th Cong. (2016) (statement of Duncan Hunter (R-CA), Chair).

[20] Ibid.

2. Organizational Identity

Members of every organization, whether a government or non-government entity, develops a particular and dynamic social identity about who they are as a group and who they are in their particular social setting.[21] The Coast Guard is no different, and its development has limited its effectiveness in several areas, perhaps most importantly in relation to budgeting and capability acquisitions.

This research shows how the Coast Guard's identity developed, where it has been problematic to achieving performance measures,[22] and the relation between identity and meeting mission requirements.[23] In addition, it also shows how obtaining necessary resources to meet those mission needs is influenced by identity.

This research employs social identity theory (SIT)[24] to explain how the developments of the Coast Guard's culture and identity[25] have impacted its effectiveness, in particular about its ability to meet resource allocation needs.[26] This analysis utilizes Henri Tajfel's theory of social categorization, social identity, and social comparison and de, re, and cross-categorization methods[27] to understand how the Coast Guard can use its identity to fulfill its mission more effectively.

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[21] Blake E. Ashforth and Fred Mael, "Social Identity Theory and the Organization," *Academy of Management Review* 14, no. 1 (1989), 20–39. Ashforth and Mael discuss ideas from Stuart Albert and David A. Whetten, "Organizational Identity," in *Research in Organizational Behavior*, Vol. 7, ed. Larry L. Cummings and Barry M. Staw (Greenwich, CT: JAI Press. 1985), 263–295.

[22] U.S. Government Accountability Office, *Coast Guard: Non-homeland Security Performance Measures Are Generally Sound, but Opportunities for Improvement Exist* (GAO-06-816) (Washington, DC: U.S. Government Accountability Office, 2006), http://www.gao.gov/products/GAO-06-816.

[23] U.S. Department of Homeland Security, Office of Inspector General, *Annual Review of the United States Coast Guard's Mission Performance (FY 2013)* (OIG-14-140) (Washington, DC: U.S. Department of Homeland Security, Office of Inspector General, 2014), https://www.oig.dhs.gov/assets/Mgmt/2014/OIG_14-140_Sep14.pdf.

[24] Henri Tajfel, "Social Categorization, Social Identity and Social Comparison," in *Differentiation between Social Groups: Studies in the Social Psychology of Intergroup Relations*, ed. Henri Tajfel, (London: Academic Press, 1978), 61–76.

[25] Ashforth and Mael, "Social Identity Theory," 20–39.

[26] David Brannan, Anders Strindberg, and Kristin Darken, *A Practitioner's Way Forward: Terrorism Analysis* (Salinas, CA: Agile Press, 2014), 65–82.

[27] Tajfel, "Social Categorization" (in *Differentiation*), 61–76.

Tajfel's theory assumes that social categorization is the process of organizing the "social environment in terms of groupings of persons in a manner which makes sense to the individual."[28] Social identity is defined as "that part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership."[29] In other words, individuals gain an understanding of which groups they belong to, and the value they place on that association is where social identity is formed. According to Dominic Abrams and Michael A. Hogg, "Social identity theory posits that one's social identity is also clarified through social comparison, but generally the comparison is between in-groups and out-groups."[30] It is in this comparison by which individuals or groups can analyze their place in the world and consider methods to change their standing if they possess "inadequate social identity"[31]

The research is bounded by a focus on the Coast Guard's cultural identity and performance measurement about resource acquisition. This research is not an attempt to explain every challenge the Coast Guard has organizationally, what the Coast Guard should be focusing on strategically, or how to meet those challenges through budgetary means.[32]

According to Blake E. Ashforth and Fred Mael, "Albert and Whetten (1985) argued that an organization has an identity to the extent there is a shared understanding of the central, distinctive, and enduring character or essence of the organization among its members."[33] In seeking to understand the current organizational identity of the Coast Guard based on perceptions of the members, the organization itself, and outside actors,

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[28] Ibid., 61.

[29] Ibid., 63.

[30] Dominic Abrams and Michael A. Hogg, *Social Identity Theory Constructive and Critical Advances*, (New York: Springer-Verlag, 1990), 3.

[31] Tajfel, "Social Categorization" (in *Differentiation*), 61–76.

[32] Examples of some of the challenges that the Coast Guard faces that were noted in the state of the Coast Guard 2016 that are not addressed in this analysis are strategic in nature—such as defeating transnational crime organizations and cybercrime, preparing personnel for technical and specialized fields, and workforce demands pertaining to recruiting, training, and retaining a workforce prepared to meet current and future requirements.

[33] Ashforth and Mael, "Social Identity Theory," 20–39.

this research provides a holistic view of an increased competitive edge. That comprehensive understanding is pivotal to identifying the analytical markers that contribute to policy and resource allocation.[34] Additionally, analyzing data from multiple sources helps counteract bias.

3. Significance of Research

This research is significant because the Coast Guard does not have appropriate capabilities to adequately conduct all the missions it is required to perform. The difficulties experienced in the budgetary process to recapitalize its aging assets and appearance of an inability to meet mission requirements partially due to insufficient performance measures is a challenge. Once it is succinctly analyzed and elucidated, the leadership of the Coast Guard should use this information, in conjunction with other studies, to move its organizational identity toward a position that will allow greater budgetary and mission success.

B. RESEARCH QUESTIONS

The primary research question for this thesis is: How has the Coast Guard's organizational identity and strategic vision impacted its ability to obtain necessary capabilities to satisfy mission requirements?

Secondary research questions are: What is the Coast Guard's social identity? Are the organization's current performance measures adequate to support acquisitions processes?

C. STRUCTURE/SUMMARY OF METHODS USED

The object of this study is the United States Coast Guard, its organizational relationships, and cultural identity. The research examined publicly available government reports, testimonies, DHS and Coast Guard workforce studies, strategy and budget documents, news reports and other literature to obtain information about the organization. The data was examined through historical analysis, social network analysis, program

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34 Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 65–82.

review, and social identity theory to make recommendations for improved mission performance.

1. Historical Analysis

A historical analysis is a depiction of historical events to provide "a narrative about a specific topic based on the evidence at hand."[35] Chapter II contains an account of events from 1790 to the present that have shaped the Coast Guard and provides background for the reader who may be unfamiliar with the organization. It also contains links to the social identity of the organization.

2. Social Network Analysis

Social structure is a system of organized patterned relationships that have formed between social groups in society.[36] These social structures can be made up of social institutions, such as family, politics, and religion; similar or uniform networks, such as the military; or created by customs and behaviors from everyday connections and exchanges with those around us.[37] Social structures can be categorized and then further analyzed to understand the network in what the individuals or organizations belong.

Jamali and Abolhassani assert, "A social network is a social structure between actors, mostly individuals or organizations."[38] The actors organize into a system with linkages that are used to interpret behavior and identify patterns.[39] One way to quantify the patterns in society is through social network analysis (SNA). SNA consists of mapping and assessing people or organizations and the relationships between them

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[35] Wesleyan University, "Historical Analysis," accessed October 15, 2016, http://govthesis.site.wesleyan.edu/research/methods-and-analysis/analyzing-qualitative-data/historical-analysis/.

[36] Mohsen Jamali and Hassan Abolhassani, "Different Aspects of Social Network Analysis," in *Proceedings of 2006 IEEE/WIC/ACM International Conference on Web Intelligence*, 66–72 (Hong Kong: IEEE, 2006).

[37] Ashley Crossman, "Social Structure Defined: An Overview of the Concept," last modified November 1, 2016, http://sociology.about.com/od/S_Index/g/Social-Structure.htm.

[38] Jamali and Abolhassani, "Different Aspects," 66.

[39] Noel M. Tichy, Michael L. Tushman, and Charles Fombrun, "Social Network Analysis for Organizations," *The Academy of Management Review* 4, no. 4 (1979): 507–519.

through mathematical analysis.[40] This theory and the methods applied "assumes that the behavior of actors (whether individuals, groups, or organizations) is profoundly affected by their ties to others and the networks in which they are embedded."[41]

Discussed in Chapter II, the initial step in this research consisted of conducting a historical analysis on the Coast Guard and those actors it interacts with as its primary focus on obtaining resources within the budgetary and acquisitions process. Chapter III describes the SNA. According to a 2009 article in *Science*, "One of the most potent ideas in the social sciences is the notion that individuals are embedded in thick webs of social relations and interactions."[42] The researcher conducted an analysis on the relationships of the Coast Guard with regard to what entities the organization interacts with on a regular basis. The analysis produced data depicting the size of the Coast Guard's network and provided some basis for determining the subjective relevance of each contact.[43] This social network approach provides insight into relationships of the organization and their influences. Organizations included in this analysis encompass DHS, other government agencies, congressional committees and sub-committees, and the individuals who are part of those organizations. This research used Polinode[44] as the program to compile and analyze the relationships and the nature of the links.

3.   Program Analysis

The next part of the research was a complete program analysis on the Coast Guard's performance measures reported to DHS since 2001. To complete this analysis, the researcher gathered all performance measures reported to and evaluated by the Office of Inspector General (OIG), compare them to a standard framework, and make recommendations for improvement. Chapter IV contains the program analysis.

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[40] Jamali and Abolhassani, "Different Aspects," 66.

[41] Sean F. Everton, *Disrupting Dark Networks: Structural Analysis in the Social Sciences* (Cambridge, Cambridge University Press, 2012), 5.

[42] Stephen P. Borgatti et al., "Network Analysis in the Social Sciences," *Science* 323, no. 5916 (2009): 892. doi: 10.1126/science.1165821.

[43] Tichy, Tushman, and Fombrun, "Social Network Analysis."

[44] Polinode software, which was used in this research, can be found at https://www.polinode.com.

4. Social Identity Theory

The researcher used the historical analysis and social network analysis in conjunction with the program analysis to apply social identity theory to the Coast Guard. The process of doing this is by identifying the analytical markers in a framework allowing for a greater understanding of the "common group elements"[45] that can be used to provide "systematic insight upon which to base actions or policies." The output from this research provides context from which policy makers can understand how the Coast Guard is currently portrayed and make recommendations on how leaders can modify that perception.[46]

D. LITERATURE REVIEW

The information incorporated into this literature review comprise of books, magazine articles, government reports, and academic publications. The research conducted from September 2015–November 2016 was obtained through Naval Postgraduate School Dudley Knox Library, the U.S. Coast Guard, U.S. Government Accountability Office, Office of Inspector General for the Department of Homeland Security, and Google Scholar. References for this thesis are organized into five categories (1) the United States Coast Guard; (2) social structures and social network analysis; (3) performance measurement; (4) social categorization, social identity, and social comparison; (5) and organizational identity.

The purpose of the literature review is to conduct an analysis of extant literature and to identify areas requiring further research. The researcher performed a critical review to determine what assumptions sources in the literature made, to analyze if they were logically persuasive, the validity of evidence provided, and the credibility of these sources.

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[45] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 65–82.

[46] Fathali M. Moghaddam, *Multiculturalism and Intergroup Relations: Psychological Implications for Democracy in Global Context* (Washington, DC: American Psychological Association, 2008), 98.

1. The United States Coast Guard

A primary document, Coast Guard *Doctrine for the U.S. Coast Guard* (Publication 1) explains the missions of the organization, provides information about the structure of the force (active duty, reservists, civilian, and auxiliary volunteers), and describes how it is operationally controlled.[47] The 2014 document also provides a brief overview of the Coast Guard's history; explains the nature of the service through its ethos, core values, and focus; and documents the principles that apply to planning and executing operations.[48] This foundational text lays out the principles and philosophies of the organization, such as seeking ways to increase unity of effort opportunities and to appropriately manage risk.[49]

Coast Guard *Operations* (Publication 3–0) takes the information regarding missions in Publication 1 and expands upon it. Its purpose is to provide guidance on Coast Guard operations by describing: "(1) missions; (2) operating areas; (3) the maritime domain; (4) operational and organizational structure; (5) how the Service operates; and (6) how Coast Guard authorities, capabilities, competencies, and partnerships enable the Service to provide a multi-dimensional security-in-depth."[50] The document makes the case that though the organization is constrained at times, it must remain flexible when priorities shift due to operational demands. It further guides operational commanders on "established best practices for force management and operational decisions."[51]

Other documents pivotal to understanding the culture, current state, and priorities of the organization are the yearly budget in brief reports, capital investment plans, congressional justification documents, posture statements, and performance highlights.[52]

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[47] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*.

[48] Ibid., 1–2.

[49] Ibid., 78.

[50] U.S. Coast Guard, *Operations*, 1.

[51] Ibid.

[52] U.S. Coast Guard, *Coast Guard Budget 2017 Budget in Brief* (Washington, DC: U.S. Coast Guard, 2016), https://www.uscg.mil/budget/.

These self-published documents, in conjunction with Government Accountability Office (GAO) and OIG reports, provide a basis for the analysis of the social structure and identity of the organization.

2.   Social Structure and Network Analysis

Contemplations on social structure are found as early as the 1800s in the writings of sociologists and social psychologists, such as "Auguste Comte, Emile Durkheim, Karl Marx, Herbert Spencer, and Max Weber."[53] Though not surprising, as this was the period when the modern social sciences were established, it was nineteenth century German sociologist Georg Simmel who is considered the forbearer of SNA based on his work on secret societies.[54] Simmel "argued that to understand social behavior we must study patterns of interaction […]."[55] Between 1940 and 1970, research on social patterns and interactions primarily developed through social psychology and social anthropology disciplines.[56] Also during that time, works began to formalize terminology from the metaphors and concepts of the past.[57] This inquiry was the foundation for Harrison White and his students' efforts at Harvard to develop what is the current version of SNA.[58] White argued that empirical data be essential to eliminating individualistic biases and then "developed an approach that drew from case studies to focus on social relations and the patterns that emerge from them."[59]

In the third addition of *Social Network Analysis*, author John Scott asserts that "there has been a considerable growth of interest in the potential which is offered by the relatively new techniques of social network analysis."[60] SNA has grown considerably due to "an explosion in the popularity of social networking sites, such as Facebook and

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[53] Everton, *Disrupting Dark Networks*, 3.

[54] Ibid.

[55] Ibid.

[56] Ibid.

[57] Ibid.

[58] Ibid., 4.

[59] Ibid.

[60] John Scott, *Social Network Analysis*, 3rd ed. (Washington DC: SAGE Publications Ltd, 2013), 3.

Linkedin, which make one's connections highly visible and salient."[61] Also, technological advances in computing and the increasing limits of computing power have increased the demand for SNA professionals and provided access to SNA tools to the layman.[62] Understanding the technical aspects of network analysis can be daunting. However, literature is readily available to expound upon the mathematical concepts supporting SNA.

In his book *Disrupting Dark Networks: Structural Analysis in the Social Sciences*, author Sean Everton of the U.S. Naval Postgraduate School, Monterey, CA, provides background on SNA; concepts and methodology descriptions; and explanation of the practical uses of SNA by "tracking, destabilizing, and disrupting […] covert and illegal networks."[63] He further explains that when combined with mobile technology and geospatial data, SNA has been useful in analyzing social structures in war zones, such as Afghanistan.[64] SNA concepts and methodology obtained from "Social Network Analysis for Organizations," by Noel M. Tichy, Michael L. Tushman, and Charles Fombrun,[65] lay the foundation for examining the strength and complexity of Coast Guard relationships that contribute to its organizational identity.

To further accentuate the value of understanding social structures through SNA, the researcher examined the significance of social capital. In the book *Social Capital: A Theory of Social Structure and Action*, author Nan Lin of Duke University argues, "social capital is best understood by examining the mechanisms and processes by which embedded resources in social networks are captured as investment."[66] These investments are what the Coast Guard needs to capitalize on to cultivate increased support inside and out of the acquisition process. The central idea that has been popularized by Robert

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[61] Borgatti et al., "Network Analysis," 895.

[62] Neveen Ghali et al., "Social Network Analysis: Tools, Measures and Visualization," in *Computational Social Networks: Mining and Visualization*, ed. Ajith Abraham (London: Springer-Verlag, 2012), http://www.softcomputing.net/csn12_naveen.pdf, 4.

[63] Everton, *Disrupting Dark Networks*, xxv.

[64] Ibid., xxvii.

[65] Tichy, Tushman, and Fombrun, "Social Network Analysis."

[66] Nan Lin, *Social Capital: A Theory of Social Structure and Action* (Cambridge: Cambridge University Press, 2001), 3.

Putnam is that "whereas physical capital refers to physical objects and human capital refers to properties of individuals, social capital refers to connections among individuals—social networks and the norms of reciprocity and trustworthiness that arise from them."[67] Furthermore, Putnam asserts that the "networks and the associated norms of reciprocity have value."[68] Chapter III provides specific analysis on the Coast Guard's current social structures that are further derived from the organization's social identity.

3.   Performance Measurement

Putnam explains,

> The Coast Guard uses a quantitative and qualitative process that reviews intelligence, logistics, strategic and operational policy, capability, emerging trends, past performance, and capacity variables impacting mission performance to establish performance targets. Targets generated by the program manager are reviewed independently by performance and budget oversight offices at Coast Guard Headquarters, as well as the DHS Office of Program Analysis and Evaluation, before entry into budget documents and the DHS FYHSP database.[69]

These performance targets and measures are the basis for this analysis.

According to a 2011 GAO report, "Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals."[70] Also according to the GAO, a program is "any activity, project, function, or policy that has an identifiable purpose or set of objectives."[71]

The Coast Guard, like many other government agencies, is required to provide information on a variety of different metrics so that leaders have the information they

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[67] Robert D. Putnam, "Bowling Alone: America's Declining Social Capital," *Journal of Democracy* 6, no. 1 (1995): 65–78.

[68] Robert D. Putnam, "Social Capital: Measurement and Consequences," *Canadian Journal of Policy Research* 2, no. 1 (2001): 41–51.

[69] U.S. Department of Homeland Security, Office of Inspector General, *Review of U.S. Coast Guard Fiscal Year 2015 Drug Control Performance Summary Report* (OIG-16-28) (Washington, DC: U.S. Department of Homeland Security, Office of Inspector General, 2016).

[70] U.S. Government Accountability Office, *Performance Measurement and Evaluation: Definitions and Relationships* (GAO-11-646SP) (Washington, DC: U.S. Government Accountability Office, 2011), http://www.gao.gov/products/GAO-11-646SP, 2.

[71] Ibid.

need to make informed decisions.[72] Additionally, the data provided from performance measurement to conduct program evaluations is utalized by policy makers to determine how well a process is implemented, if a program has met its outcome objectives, what the impact of an action is, and/or to compare the cost of a program against the potential or realized benefits.[73] The outputs of such reports can be used to support ongoing programs through yearly budgets and long-term acquisition projects or to determine if adjustments are required in the best interest of the public.[74]

4. Social Categorization, Social Identity, and Social Comparison

Henri Tajfel was one of the most influential social psychologists of the twentieth century. Along with John C. Turner in 1979, he proposed the theories of social categorization, social identification, and social comparison as a way to explain in-group and out-group behavior.[75] In-groups are those groups with which individuals identify, and out-groups are those with which they do not—potentially leading to discrimination or rivalry.[76] These discoveries were predicated by Tajfel's work in understanding the foundation of prejudice and how genocide was possible soon after the rise of Adolf Hitler with the National Socialist Movement and how prejudice was possible after end of the Second World War (WWII).[77] His experiences during WWII where he was a prisoner of war as a member of the French army with a Polish Jewish background possibly influenced Tajfel's work.[78]

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[72] Ibid.

[73] Ibid.

[74] Ibid.

[75] Saul McLeod, "Social Identity Theory," Simply Psychology, 2008, http://www.simplypsychology.org/social-identity-theory.html.

[76] Ibid.

[77] Age-of-the-Sage, "Henri Tajfel—Social Psychologist—Biography," accessed May 5, 2016, http://www.age-of-the-sage.org/psychology/social/henri_tajfel.html.

[78] Ibid.

a. Social Categorization

> Self-knowledge comes from knowing other men.
>
> —Johann Wolfgang von Goethe

According to Tajfel, "social categorization is a process of bringing together social objects or events in groups which are equivalent with regard to an individual's actions, intentions and system of beliefs."[79] By placing entities into one group or another, an individuals will then associate specific behaviors with each group and determine what is considered appropriate to them or not.[80] Social groups can be based on skin color, religion, occupation, personal interest, etc.

b. Social Identity

> Knowing yourself is the beginning of all wisdom.
>
> —Aristotle

Tajfel further defines social identity "as that part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership."[81] In other words, individuals gain an understanding of which groups they belong to, and the value they place on that association is where social identity is formed. For example, if an individual joins a police force she or he is likely to take on behaviors that she or he associates with law enforcement by "conforming to the norms of the group" and self-worth becomes tied to the body.[82]

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[79] Henri Tajfel, "Social Categorization, Social Identity and Social Comparison," in *Human Groups and Social Categories: Studies in Social Psychology*, ed. Henri Tajfel (London: Cambridge University Press, 1978), 254.

[80] McLeod, "Social Identity Theory."

[81] Tajfel, "Social Categorization" (in *Human Groups*), 255.

[82] McLeod, "Social Identity Theory."

c.   *Social Comparison*

He who knows others is wise; He who knows himself is enlightened.

—Lao-Tzu

Williams and Giles note, "Social identity, however, only acquires meaning by comparison with other groups."[83] It is in this comparison where an individual or groups can analyze their place in the world, and consider methods to change their standing if they possess "inadequate social identity."[84] When comparing one group to another, the analytical markers of the patron-client relationship, honor/shame paradigm, limited good, and the challenge/response cycle, as described by David Brannan, Anders Strindberg and Kristin Darken, are appropriate models to apply.[85]

Much has been written on the subject of and applying social categorization, identity, and comparison to a variety of different groups and situations since Tajfel and Turner. For instance, Fathali Moghaddam[86] and Brad Deardorff[87] explore strategies to improve social identity. The purpose of this research is to utilize the models Tajfel, Turner, and others describe and apply them to government organizations in how they relate to other political entities.

Some connections have been drawn between social identity theory and conflict theory as it relates to "politics and statesmanship."[88] For example, Karl Marx's conflict theory asserts, "tensions and conflicts arise when resources, status, and power are unevenly distributed between groups in society, and that these conflicts become the engine for social change."[89] Other researchers, such as Leonie Huddy, assert that social

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[83] Williams and Giles, "The Changing Status of Women in Society;" Tajfel, "Social Categorization," (in *Differentiation*), 434.

[84] Tajfel, "Social Categorization" (in *Differentiation*), 61–76.

[85] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 65–82.

[86] Moghaddam, *Multiculturalism and Intergroup Relations*, 98.

[87] Brad R. Deardorff, *The Roots of Our Children's War: Identity and the War on Terrorism* (Williams, CA: Agile Press, 2013).

[88] Age-of-the-Sage, "Social Identity Theory Tajfel and Turner 1979," accessed May 5, 2016. http://www.age-of-the-sage.org/psychology/social/social_identity_theory.html.

[89] Ashley Crossman, "Conflict Theory," About.com, accessed October 15, 2016, http://sociology.about.com/od/Sociological-Theory/a/Conflict-Theory.htm.

identity theory is not an appropriate approach to study political behavior due to the "existence of identity choice, the subjective meaning of identities, gradations in identity strength, and the considerable stability of many social and political identities."[90]

5.   Organizational Identity

Ashforth and Mael assert, "Albert and Whetten argued that an organization has an identity to the extent there is a shared understanding of the central, distinctive, and enduring character or essence of the organization among its members."[91] In seeking to understand the current organizational identity of the Coast Guard based on perceptions of the members, the organization itself, and outside actors, the development of a holistic view through social categorization, identity, and comparison will provide the organization an increased competitive edge. That comprehensive assessment is pivotal to identifying the analytical markers contributing to policy and resource allocation.[92]

E.   OVERVIEW OF UPCOMING CHAPTERS

Chapter II gives an essential background of relevant Coast Guard issues to provide much needed context for the reader and insight into the organization's history and eleven statutory missions considered in this analysis.[93] The chapter further illuminates the Coast Guard's strategic vision[94] as well as the necessary funding/budget and acquisition processes that it must participate in to be effective.[95] The chapter concludes with current capabilities, oversight, and support to round out the reader's frame for understanding the difficulties identity can play in meeting mission requirements.

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[90] Leonie Huddy, "From Political Identity: A Critical Examination of Social Identity Theory," *Political Psychology* 22, no. 1 (2002): 127–156, doi: 10.1111/0162-895X.00230.

[91] Stuart Albert and David A. Whetten, "Organizational Identity," in *Research in Organizational Behavior*, Vol. 7, ed. Lary L. Cummings and Barry M. Staw (Greenwich, CT: JAI Press. 1985), 263–295 quoted in Ashforth and Mael, "Social Identity Theory," 20–39.

[92] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 65–82.

[93] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 1.

[94] U.S. Coast Guard, *Commandant's Strategic Intent 2015–2019* (Washington, DC: U.S. Coast Guard, 2015), https://www.uscg.mil/seniorleadership/DOCS/2015_CCGSI.pdf.

[95] Bill Heniff Jr., *CRS Report for Congress: The Executive Budget Process Timetable* (CRS Report No. RS20152) (Washington, DC: Congressional Research Service, 2008), http://www.senate.gov/reference/resources/pdf/RS20152.pdf, 2.

Chapter III identifies the relationships the Coast Guard has with individuals and other entities that can provide support or opposition to its missions and strategic vision.[96] The chapter also addresses primary entities related to the budgetary and acquisition process and how those relationships impact identity formation and sustainment to the bigger acquisition issues. Chapter IV analyzes the performance measures the organization has utilized to provide status updates to DHS and Congress since the enacting of the Homeland Security Act of 2002.[97]

Chapter V examines the relationships the Coast Guard has, and what information can be extracted from the data, to apply social identity theory for analytical insight and clarity.[98] Finally, Chapter VI clearly details the research findings and conclusions for the Coast Guard to consider regarding its organizational identity.

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[96] Information derived from various SNA references.

[97] Information obtained through OIG reports and other publicly available data.

[98] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward.*

II. UNITED STATES COAST GUARD (BACKGROUND)

This chapter analyzes the organizational history of the Coast Guard, the missions it is required to execute, and the overarching strategy designed to complete those missions. Additionally, this chapter explores funding allocated to complete the missions of the organization, the capabilities and the resources available to do it, how the organization manages operational planning and oversight. Furthermore, it shows how the Coast Guard's organizational identity and strategic vision has emerged over time.

A. HISTORICAL ANALYSIS

> The true values of the Coast Guard to the nation is not in its ability to perform any single mission, but in its versatile, highly adaptive, multi-mission character.[99]
>
> —U.S. Coast Guard

The United States Coast Guard is a unique "maritime law enforcement, regulatory, environmental and humanitarian agency"[100] while also serving as a prominent member of the national Intelligence Community.[101] The organization traces its roots back to 1790 when, at the urging of Alexander Hamilton, President George Washington authorized the construction of 10 vessels known as revenue cutters to enforce maritime laws of the federal government, collect duties on imported goods, and prevent smuggling.[102] Alexander Hamilton provided instructions to the men selected as commanding officers of the revenue cutters on how to conduct their operations and temperament.[103] These guiding principles, including having the utmost respect for the public which they are sworn to protect, are still part of the culture of the Coast Guard today.

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[99] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, v.

[100] U.S. Coast Guard, *Operations*.

[101] Office of the Director of National Intelligence, "Members of the IC."

[102] U.S. Coast Guard, "U.S. Coast Guard History."

[103] Alexander Hamilton, "Alexander Hamilton's Letter of Instructions to the Commanding Officers of the Revenue Cutters," U.S. Coast Guard History Program, June 4, 1791. https://www.uscg.mil/history/faqs/hamiltonletter.pdf.

They will always keep in mind that their countrymen are freemen, and, as such, are impatient of everything that bears the least mark of a domineering spirit. They will, therefore, refrain, with the most guarded circumspection, from whatever has the semblance of haughtiness, rudeness, or insult. Alexander Hamilton, June 4, 1791.[104]

From 1790 to 1797, the organization known as the Revenue Marine (later named the Revenue Cutter Service) was the only agency providing naval protection for the nation.[105] Needing to expand the reach of the United States throughout the maritime region, the Naval Act of 1794 authorized the building of six frigates and created the Unites States Navy (USN) in response to the increasing demands for protection of American merchant ships in the Mediterranean.[106] The same act also authorized the augmentation of the Navy by revenue cutters if necessary.[107] As the Quasi-War with France was imminent, 1797 marked the first time Congress assigned the Coast Guard military duties as the naval frigates were not yet fully constructed.[108] This is example of how the Revenue Cutter Service was flexible enough to immediately take on duties not previously expected, and it laid the foundation for how the Coast Guard seamlessly transitions continuously as a maritime multi-missioned military service today.

In response to the young nation's evolving requirements, the missions of the maritime protection forces also grew. The Revenue Cutter Service was required to perform new duties and responsibilities such as: supervise the Life-Saving Service after a series of incidents highlighting a need for oversight; expand lifesaving capabilities offshore to the revenue cutters; and provide law enforcement, protection, and humanitarian duties in and around the newly purchased territory of Alaska. Additionally, the Revenue Cutter Service provided support for the nation's increasing marine transportation and trade needs through marine safety and waterways management; ensured the safety of harbors and enforce anchorage regulations; performed ice patrol

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[104] Ibid.

[105] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 1.

[106] Nathan Miller, *The U.S. Navy: A History*, 3rd ed. (Annapolis, MD: Naval Institute Press, 1997).

[107] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 1.

[108] Ibid.

duties; and provided protection to marine resources, such as food sources supporting the fisheries in the Gulf of Mexico; and the prevented the slaughtered seals off the coast of Alaska.[109] These events were "key catalyst[s] in the transformation of the Revenue Cutter Service and related maritime safety and security agencies into the modern U.S. Coast Guard."[110]

In 1911, the Commission on Economy and Efficiency recommended that the Revenue Cutter service be abolished. In its report, it noted,

> The work now being performed by this service the commission is convinced that the service has not a single duty or function that cannot be performed by some other existing service, and be performed by the later at much smaller expense on its part.[111]

Consideration to combine the service with the Navy was met with some skepticism as the collection of duties the organization performed would interfere with training of personnel for war.[112] As the skeptics in government were unconvinced by a presentation the service provided designed to highlight its value to the country and government, President Taft sent a proposal to Congress to eliminate the organization.[113] Ten days later, the sinking of the *Titanic* became the catalyst for raising public attention and support for keeping the Revenue Cutter Service, whose primary mission was to save life and property at sea.[114] This example is one of many in the organization's continuous battle of justifying its existence.

The Coast Guard website states, "The service received its present name in 1915 under an act of Congress that merged the Revenue Cutter Service with the U.S. Life-Saving Service (USLSS);" thus, the U.S. Coast Guard was formed.[115] Johnson explains,

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[109] Ibid., 32–36.

[110] Thomas H. Collins, "Constancy amid Great Change," *Proceedings* 128, no 8 (2002): 33, http://www.usni.org/magazines/proceedings/2002-08/constancy-amid-great-change.

[111] Robert Erwin Johnson, *Guardians of the Sea: History of the United States Coast Guard 1915 to the Present* (Annapolis, MD: Naval Institute Press, 1987), 19.

[112] Ibid., 20.

[113] Ibid., 21.

[114] Ibid.

[115] U.S. Coast Guard, "U.S. Coast Guard History."

> Those who feared that the old Life-Saving Service would lose its identity
> as a part of the Coast Guard should have been gratified by the form of
> organization, for quite clearly the two services had been joined at the top
> only.[116]

Very little integration of personnel between the Revenue Cutter Service and the USLSS occurred, "and probably little feeling of unity as well."[117] One advantage that likely provided incentive for the Life-Saving Service to acquiescence to the merger was that all members of the Coast Guard received the benefits, such as retirement, which only previously enjoyed by Revenue-Cutter personnel but not by members of the Life-Saving Service.[118] After the transfer of the Lighthouse Service in 1939 and the Commerce Department's Bureau of Marine Inspection and Navigation in 1946 to the Coast Guard, "the nation now had a single maritime federal agency dedicated to saving life at sea and enforcing the nation's maritime laws."[119]

This division, or in/and outgroup dynamics, between boat and cutter personnel still permeates throughout the modern-day Coast Guard on some level. The legacy of the USLSS continues where individuals qualified to operate boats in the most treacherous conditions are bestowed the title of surfman. This title "is reserved for the service's most highly trained boat handler," and are considered part of an "elite community."[120] Connections to the past are embodied in the insignia Surfman earn that is based on the USLSS[121] and the Creed of the United States Surfman from the lines,

> I will endeavor to reinforce the worldwide reputation of our forefathers in
> the Lifeboat Community. […and] I will give of myself and my
> knowledge as those who gave to me; so as the line of Coast Guard
> Surfman will live forever.[122]

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[116] Johnson, *Guardians of the Sea*, 35.

[117] Ibid.

[118] Ibid.

[119] U.S. Coast Guard, "U.S. Coast Guard History."

[120] U.S. Coast Guard, "Prospective Surfman Program," accessed November 4, 2016, https://www.uscg.mil/d5/staBarnegat/Psp.asp.

[121] Ibid.

[122] U.S. Coast Guard "National Motor Lifeboat School: Creed of the United States Surfman," accessed November 4, 2016, https://www.uscg.mil/tcyorktown/Ops/NMLBS/default.asp?mobile=False.

The legacy of the Revenue Cutter Service is alive in the cutterman community as well. One example is in the meaning and history of the Ancient Mariner Award. The award, established in 1978, "recognizes seagoing longevity, but also extols the officer and enlisted cutterman whose personal character and performance standards honor the most venerable practitioners of seamanship and reflect our Core-Values."[123] Awardees are presented with plaques that depict scenes connecting to the establishment of the service, and other replica items from the Revenue Cutter Service.[124]

Established as a military organization under Title 14, the Coast Guard in time of war operates under the authority of the Department of the Navy.[125] The Coast Guard has operated in every major conflict of this nation. The cutter *Harriet Lane* fired the first shot of the Civil War as a vessel attempted to enter Charlestown Harbor in 1861.[126] Even with such a rich history of involvement in the nation's battles throughout history, the Coast Guard has only one Congressional Medal of Honor recipient, Signalman First Class Douglas A. Munro during WWII. On August 7, 1942, under heavy enemy fire, Munro led a boat fleet to evacuate 500 trapped Marines in boats made of plywood with little firepower from the beaches of Guadalcanal.[127] Munro died during the rescue operation but remained alive long enough to ask "Did they get off?"[128] Munro is buried in Cle Elum, Washington (WA) and is revered by Coast Guard and other military personnel every year during a ceremony on September 27 on the anniversary of his death.[129] One former commandant of the Coast Guard remarked,

> Heroic Coasties have made their mark in every mission area and every era of our service. We are the heirs of their legacy. [...] We are, indeed,

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[123] U.S. Coast Guard, *Ancient Mariner Award*, COMDTINST 1650.20 (Washington, DC: Commandant, U.S. Coast Guard, 2015), https://www.uscg.mil/directives/ci/1000-1999/CI_1650_20.pdf, 1.

[124] Ibid., 2.

[125] Establishment of Coast Guard, 14 U.S.C. § 1 (1946).

[126] Tom Beard, ed. *The Coast Guard* (New York: Universe Publishing, 2010), 17.

[127] Ibid., 82–83.

[128] U.S. Coast Guard, "SM1c Douglas A. Munro, USCG Official U.S. Coast Guard Biography," accessed November 4, 2016, https://www.uscg.mil/history/people/munrodouglasindex.asp.

[129] Christopher Lagan, "Remembering Douglas Munro: Cmdr. Douglas Sheehan," *Coast Guard Compass* [blog], September 27, 2011, http://coastguard.dodlive.mil/2011/09/remembering-douglas-munro-cmdr-douglas-sheehan/.

upholding the legacy of our service. Coast Guard heroes of the future will walk not only in the footsteps of heroes past, but in the footsteps of heroes present.[130]

After several decades of shifting back and forth between war and peacetime activities, maritime responsibilities continued to increase as did the resurgence of debates to determine under which department the organization best fit. The Coast Guard transferred from the Treasury Department to the Department of Transportation (DOT) in 1967. Often having to defend its existence to Washington, the organization has lived the mantra "do more with less."[131] By attempting to provide a value to the taxpayers and voluntarily reducing personnel by 12 percent in the mid-1990s, the Coast Guard became under-resourced for the missions it is expected to complete and in preparation for what was to come.[132] In A letter to the editor of the old *Coast Guard Magazine*, it reads

> Keeper Patrick Etheridge of the Cape Hatteras LSS said: A ship was stranded off Cape Hatteras on the Diamond Shoals and one of the life saving crew reported the fact that this ship had run ashore on the dangerous shoals. The old skipper gave the command to man the lifeboat and one of the men shouted out that we might make it out to the wreck but we would never make it back. The old skipper looked around and said, 'The Blue Book says we've got to go out and it doesn't say a damn thing about having to come back.'[133]

The events of September 11 had a profound impact on the identity of the Coast Guard. Prior to the terrorist attacks on the nation, the Coast Guard focused "primarily on a first-response capability and then consequence management and remediation."[134] The unofficial motto of the Coast Guard was "You have to go out, but you don't have to come

[130] Donald T. Phillips and James M. Loy, *Character in Action: The U.S. Coast Guard on Leadership* (Annapolis, MD: Naval Institute Press, 2003), 147.

[131] David Helvarg, "The Coast Guard Still Needs Rescuing," *The Huffington Post*, October 24, 2013, http://www.huffingtonpost.com/david-helvarg/the-coast-guard-still-needs-rescuing_b_4146760.html.

[132] Ibid.

[133] Clarence P. Brady, letter to the editor, *Coast Guard Magazine*, March 1954, quoted in U.S. Coast Guard, "What is the Origin of the Saying 'You Have To Go out, But You Don't Have to Come Back?,'" Frequently Asked Questions, last modified September 15, 2016, https://www.uscg.mil/history/faqs/LSSmotto.asp.

[134] Collins, "Constancy amid Great Change," 33.

back."[135] Six months after the attacks and in his State of the Coast Guard address, Commandant of the Coast Guard Admiral (ADM) Loy talked about a "new normalcy."[136] He addressed rebalancing resources and missions to fit maritime security at the top of the organizations priority list. The challenge to the people of the organization who identified as lifesavers was to understand that providing security was inseparable with safety.[137]

As this "new normalcy" continued, it became ever clear that operations would never go back to the patterns of the past.[138] The Coast Guard became focused on preventing terrorist attacks and reducing our nation's vulnerabilities.[139] In the United States Coast Guard FY 2003 report, the Coast Guard stated that maritime homeland security was now the top priority along with search and rescue (SAR) as the primary mission focus of the organization.[140] Adm. Collins stated,

> This transformation will not change the Coast Guard's essential character since it will remain a multi-mission, military, maritime service. Instead, the transformation will enable the Coast Guard to maintain operational excellence while conducting increased homeland security operations and sustaining traditional missions.[141]

New challenges confronted the organization. For example, Coast Guard leadership recognized that the organization lacked the capabilities and capacity to

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[135] The Regulations of the Life-Saving Service of 1899, Article VI "Action at Wrecks," § 252, page 58, in part states: "The statement of the keeper that he did not try to use the boat because the sea or surf was too heavy will not be accepted unless attempts to launch it were actually made and failed." U.S. Coast Guard, "What is the Origin of the Saying 'You Have To Go out, But You Don't Have to Come Back?,'" Frequently Asked Questions, last modified September 15, 2016, https://www.uscg.mil/history/faqs/LSSmotto.asp.

[136] James M. Loy, "Steering a Steady Course to New Normalcy" (speech, State of the Coast Guard Address, Bolling Air Force Base, March 21, 2002), https://www.uscg.mil/history/CCG/Loy/docs/SOCG02.pdf.

[137] Ibid.

[138] Collins, "Constancy amid Great Change," 33.

[139] U.S. Coast Guard, *Maritime Strategy for Homeland Security* (Washington, DC: U.S. Coast Guard, 2002), https://www.uscg.mil/history/articles/uscgmaritimestrategy2002.pdf, 2.

[140] U.S. Coast Guard, *U.S. Coast Guard FY2003 Report: Fiscal Year 2002 Performance Report: Fiscal Year 2004 Budget in Brief* (Washington, DC: U.S. Coast Guard, 2003), 1.

[141] Ibid., 7.

conduct the high level of operations the nation now expected.[142] Already struggling with aging assets and personnel shortages before the attacks, leaders recognized that the problems were compounded by "chronic funding constraints."[143] In a 2002 report, the GAO noted that the Coast Guard was focused on implementing its new homeland security responsibilities, but it needed to start concentrating on creating a long-term strategy for the use of its resources and implement measurements so that Congress could maintain appropriate oversight.[144] Post-9/11 analysis aligned with a 1999 GAO report on the project Deepwater, which stated, "the Coast Guard had not conducted a rigorous analysis comparing the current capabilities of its aircraft and ships with current and future requirements."[145]

On March 1, 2003, the Department of Homeland Security (DHS) was created by the Homeland Security Act of 2002 as a result of the terrorist attacks on 9/11. The Coast Guard was one of the original agencies that shifted to the department, remaining intact and retaining all of its missions and responsibilities.[146] The Coast Guard was and still is not a perfect fit for the department as it is tasked with a variety of statutory requirements that are not directly homeland security orientated; however, that is not unexpected due to the multi-missioned aspect of the organization.

Currently, the Coast Guard is supported by a workforce consisting of over 83,000 active duty, reserve, civilian, and auxiliary volunteers.[147] Its small workforce is responsible for safeguarding 3.4 million square nautical miles of the world's largest

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[142] Collins, "Constancy amid Great Change," 33.

[143] Ibid.

[144] U.S. General Accounting Office, *Coast Guard Strategy Needed for Setting and Monitoring Levels of Effort for All Missions* (GAO-03-155) (Washington, DC: U.S. General Accounting Office, 2002), http://purl.access.gpo.gov/GPO/LPS31208.

[145] *Statement of John H. Anderson, Jr., Director, Transportation Issues, Resources, Community, and Economic Development Division: Coast Guard Strategies for Procuring New Ships, Aircraft, and Other Assets* (GAO/T-RCED-99-116) (Washington, DC: U.S. General Accounting Office, 1999), http://www.gao.gov/archive/1999/rc99116t.pdf.

[146] Homeland Security Act of 2002, 6 U.S.C. § 101 (2002).

[147] U.S. Coast Guard, *Coast Guard Snapshot 2014*.

exclusive economic zone (EEZ).[148] The enormity of this mission set significantly contributes to the Coast Guard's organizational identity by creating a collaborative and relationship building philosophy. Due to the size of the organization and limited resources, the Coast Guards natural inclination is to promote teamwork and build lasting partnerships in and outside of the organization.[149]

B. COAST GUARD PRINCIPLES

The principles of the Coast Guard organization are expressed to its members and the public as its motto, core values, creed, and ethos. Each is explored below to understand the in-group narratives present in the organization.

1. Motto: *Semper Paratus*—"Always Ready"

The motto of the Coast Guard, *Semper Paratus* (Always Ready), originates in 1836 when the New Orleans *Bee* congratulated Captain Ezekiel Jones of the Revenue Cutter Service upon his transfer from the revenue schooner *Ingham*, for his "prompt and efficient action"[150] during a naval conflict with the Mexican war schooner *Montezuma* the previous year.[151] The paper proclaimed the *Ingham* "a vessel [and by proxy Captain Jones is] entitled to bear the best motto for a military public servant—SEMPER PARATUS."[152] The phrase has been used over time in a variety of different ways, but the underlying sentiments of striving to be honorable, have respect for others, and to demonstrate a devotion to duty at all times have persevered.

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[148] The Magnuson-Stevens Fishery Conservation and Management Act declared the sovereign rights of the United States for all fisheries and natural resources in the exclusive economic zone (an area extending 200 nautical miles seaward of the coastal boundary of the United States). U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*.

[149] Phillips and Loy, *Character in Action*, 118.

[150] William R. Wells, II, "Every Protection That Was Asked for. . . The United States Revenue Cutter Ingham, Texas Independence and New Orleans, 1835," *Louisiana History* XXXIX, no. 4 (1998), 457–479, quoted in William R. Wells, II, *Semper Paratus: The Meaning*, 2006, https://www.uscg.mil/history/articles/SemperParatusTheMeaning.pdf, 1.

[151] Wells, II, *Semper Paratus: The Meaning*, 1.

[152] "Officers Are Always on Duty," *New York Times*, April 11, 1896, quoted in William R. Wells, II, *Semper Paratus: The Meaning*, 9.

The motto later formalized when Captain Francis Saltus Van Boskerck, USCG wrote the words to "Semper Paratus," the official Coast Guard marching song while serving on the cutter *Yamacraw* in 1922 and then later put them to music while serving in Alaska in 1927. The lyrics changed slightly in 1943 and 1969. The Coast Guard website explains, "Captain Van Boskerck hoped to give it as much recognition as 'Semper Fidelis' of the Marines and 'Anchors Aweigh' of the Navy."[153] The current version is taught to every individual upon entry to the organization as a form of in-group coherence.

First verse:

From Aztec Shore to Arctic Zone,

To Europe and Far East,

The Flag is carried by our ships

In times of war and peace;

And never have we struck it yet

In spite of foemen's might,

Who cheered our crews and cheered again

For showing how to fight.

Chorus:

We're always ready for the call,
We place our trust in Thee.

Through surf and storm and howling gale,

High shall our purpose be.

"Semper Paratus" is our guide,

Our fame, our glory too.

To fight to save or fight and die,

Aye! Coast Guard we are for you!

Second verse:

SURVEYOR and NARCISSUS,

The EAGLE and DISPATCH,

The HUDSON and TAMPA,

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[153] Coast Guard, "'Semper Paratus' (Always Ready)," accessed November 5, 2016, https://www.uscg.mil/history/faqs/semper_paratus.asp.

These names are hard to match;

From Barrow's shores to Paraguay,

Great Lakes or ocean's wave,

The Coast Guard fights through storms and winds,

To punish or to save.

Third verse:

Aye! We've been always ready!

To do, to fight, or die

Write glory to the shield we wear

In letters to the sky.

To sink the foe or save the maimed,

Our mission and our pride.

We'll carry on 'til Kingdom Come,

Ideals for which we've died.[154]

2.   Coast Guard Core Values

The core values of the Coast Guard were developed after a time of dividedness for the organization as it attempted to formulate a way to integrate women and minorities properly into the service. In 1993, the Coast Guard was trying to focus on diversity in the workforce, and it analyzed the results of a 1990 Coast Guard study that found "a number of leadership issues that needed attention to insure the fair treatment of women (Women in the Coast Guard Study)."[155] In addition, the organization was facing a variety of leadership issues regarding the fair and professional treatment of minorities in the workforce. A working group dedicated to evaluating and improving the Services Leadership Program recognized that "the absence of commonly stated core values was

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[154] Ibid.

[155] Patrick T. Kelly, "Charting Progress: The Assessment of Core Values in the U.S. Coast Guard" (prepared for Joint Services Conference on Professional Ethics, Washington, DC, January1999), https://www.uscg.mil/history/articles/1999_ChartingProgress_CoreValues.pdf.

problematic to leadership development efforts."[156] Instituted in 1994, the Coast Guard core values are:[157]

- Honor. "Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal and organizational actions. We are loyal and accountable to the public trust."[158]

- Respect. "We value our diverse workforce. We treat each other and those we serve with fairness, dignity, respect, and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team."[159]

- Devotion to duty. "We are professionals, military and civilian, who seek responsibility and accept accountability. We are committed to successfully achieving our organizational goals. We exist to serve. We serve with pride."[160]

3. Creed of the United States Coast Guardsman

The Creed of the United States Coast Guardsman was written by Vice Admiral (VADM) Harry G. Hamlet, USCG.[161] This contract that someone makes with the Coast Guard is how an individual aligns with something greater than oneself.[162]

I am proud to be a United States Coast Guardsman.

I revere that long line of expert seamen who by their devotion to duty and sacrifice of self have made it possible for me to be a member of a service honored and respected, in peace and in war, throughout the world.

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[156] Ibid.

[157] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 63.

[158] Ibid.

[159] Ibid.

[160] Ibid.

[161] Harry G. Hamlet, "What is the Creed of the United States Coast Guardsman," U.S. Coast Guard, last modified September 15, 2016, https://www.uscg.mil/history/faqs/creed.asp.

[162] U.S. Coast Guard, "The Guardian Ethos," ALCOAST 366/08, 2008, https://www.uscg.mil/ccs/carc/special/archive/Guardian%20Ethos%20ALCOAST.pdf.

I never, by word or deed, will bring reproach upon the fair name of my service, nor permit others to do so unchallenged.

I will cheerfully and willingly obey all lawful orders.

I will always be on time to relieve, and shall endeavor to do more, rather than less, than my share.

I will always be at my station, alert and attending to my duties.

I shall, so far as I am able, bring to my seniors solutions, not problems.

I shall live joyously, but always with due regard for the rights and privileges of others.

I shall endeavor to be a model citizen in the community in which I live.

I shall sell life dearly to an enemy of my country, but give it freely to rescue those in peril.

With God's help, I shall endeavor to be one of His noblest Works...

A UNITED STATES COAST GUARDSMAN.

— Creed of the United States Coast Guardsman[163]

4. Coast Guard Ethos

In 2008, the Coast Guard introduced the "Guardian Ethos" to its members to "assist the service in tying [its] military, maritime, multi-mission character to a more tangible service identity."[164] The ethos was an attempt to project the great value of the Coast Guard to its partners and customers after recognizing that the multi-faceted nature of the organization was not always understood.[165] The "Guardian Ethos" was rebranded in 2011 as "The Coast Guard Ethos" with some changes to the language to make it "a more enduring charge."[166]

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[163] Ibid.

[164] Ibid.

[165] Ibid.

[166] U.S. Coast Guard "Shipmates 17—The Coast Guard Ethos," ALCOAST 554/11, 2011, https://www.uscg.mil/announcements/alcoast/554-11_alcoast.txt.

Figure 1.   The United States Coast Guard Ethos[167]
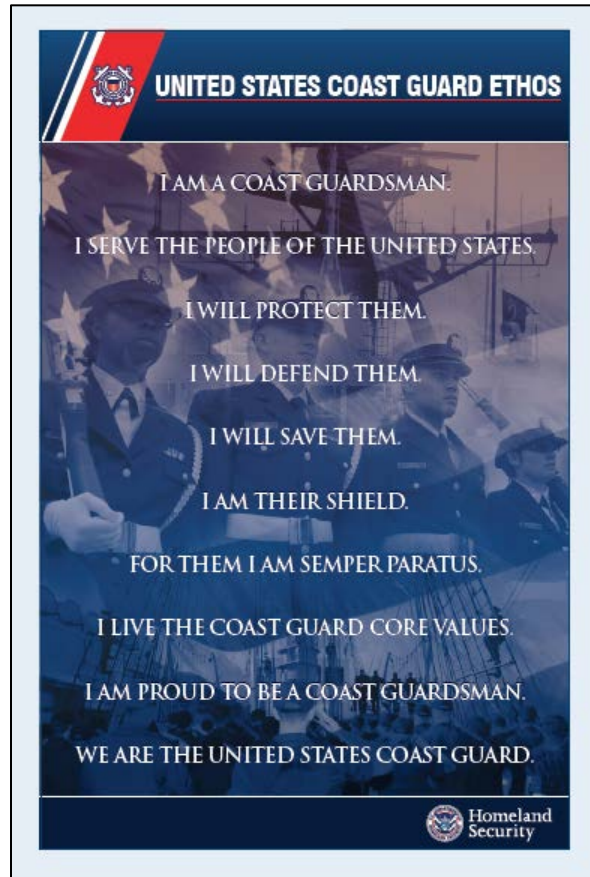
C.   MISSIONS OF THE COAST GUARD

The United States is a maritime nation that relies upon the Coast Guard to ensure the safety of those who use the sea, to ensure the security of nation from threats that can be delivered by the sea, and to protect the sea itself from malicious actors.[168] According to U.S. Coast Guard, *Operations*, "The full spectrum of Coast Guard operations is executed through the Prevention-Response operating concept to prevent, protect against, respond to, and recover from maritime incidents."[169]

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167 Source: U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 62.

168 U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 5.

169 U.S. Coast Guard, *Operations*, 3.

The Homeland Security Act of 2002, § 888 divide the Coast Guard's 11 statutory missions into two different categories: homeland security and non-homeland security.[170] The non-homeland security missions are: marine safety, search and rescue, aids to navigation, living marine resources, marine environmental protection, and ice operations.[171] The five homeland security missions for the Coast Guard are: ports, waterways, and coastal security, drug interdiction, migrant interdiction, defense readiness, and other law enforcement.[172] The act goes on further to state that the Coast Guard shall be transferred to DHS in whole as a "distinct entity within the Department,"[173] and the missions of the Coast Guard shall not be reduced.[174] Table 1 contains descriptions of each of the Coast Guards missions as described in Coast Guard *Operations* (Publication 3–0).

Table 1.   Coast Guard Roles and Missions[175]

Roles	Missions	Activities and Functions
Maritime Safety: Protect those on the sea.	Search and Rescue	Operate a national distress/response communication system; operate surface and air assets; plan, coordinate, and conduct search and rescue operations for persons and property in distress.
	Marine Safety	Establish standards and conduct vessel inspections to ensure the safety of passengers and crew aboard commercial vessels; partner with states and boating safety organizations to reduce recreational boating accidents and deaths. Investigate marine casualties; license U.S. mariners.
Maritime Security: Protect the U.S. from threats delivered by	Ports, Waterways, and Coastal Security	Conduct harbor patrols, complete vulnerability assessments, enforce security zones, approve vessel and facility security plans and ensure compliance, develop area maritime security plans, conduct risk assessments, assess foreign port antiterrorism measures, and other activities to prevent terrorist attacks and minimize the damage from attacks that occur.

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[170] Homeland Security Act of 2002, 6 U.S.C. § 468 (2002).

[171] Ibid.

[172] Ibid.

[173] Ibid.

[174] Ibid.

[175] Source: U.S. Coast Guard, *Operations*, 8.

Roles	Missions	Activities and Functions
sea.	Drug Interdiction	Deploy cutters, aircraft and deployable specialized forces to conduct patrols, interdict and seize maritime drug trafficking vessels.
	Migrant Interdiction	Deploy cutters and aircraft to prevent, disrupt and interdict maritime smuggling and maritime migration by undocumented migrants to the U.S.
	Defense Readiness	Provide forces to the Department of Defense (DOD) to perform joint military operations worldwide. Deploy cutters, boats, aircraft and deployable specialized forces in and around harbors to protect DOD force mobilization operations in the U.S. and expeditionary operations overseas.
Maritime Stewardship: Protect the sea itself.	Ice Operations	Conduct polar operations to facilitate the movement of critical goods and personnel in support of scientific requirements, national security activities and maritime safety. Conduct domestic icebreaking operations to facilitate navigation and commerce. Conduct International Ice Patrol operations.
	Aids to Navigation and Waterways Management	Maintain the extensive system of U.S. aids to navigation. Monitor and coordinate marine traffic in key ports and waterways through vessel traffic services. Regulate construction and operation of bridges that span navigable waters.
	Marine Environmental Protection	Prevent and respond to oil and hazardous substance spills. Prevent illegal dumping in U.S. waters. Prevent invasions by aquatic nuisance species.
	Living Marine Resources	Safeguard U.S. living marine resources and their environment, to include protected species, protected areas, and critical habitats, from unlawful acts and environmental degradation.
	Other Law Enforcement	Protect the U.S. maritime borders, EEZ, and relevant areas of the high seas by detecting, deterring, and interdicting foreign vessels engaged in illegal operations.

D.   STRATEGIC VISION

After Admiral Paul F. Zukunft had assumed the duties of the 25th commandant of the Coast Guard on May 30, 2014, he promulgated the document *Commandant's Direction 2014* that outlined his guiding principles for the service.[176] Those three principles are service to nation, duty to people, and commitment to excellence.[177] The

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176 U.S. Coast Guard, *Commandant's Direction 2014* (Washington, DC: U.S. Coast Guard, 2014), https://www.uscg.mil/seniorleadership/DOCS/CCG_Direction_2014.pdf.

177 Ibid.

priorities are designed to motivate the service to anticipate challenges and risks, and "inform strategic, operational, and resource decision-making throughout the Coast Guard."[178] The priorities in the commandant's direction directly translate to the *United States Coast Guard Commandant's Strategic Intent 2015–2019*, in which it states, "These priorities are directly aligned with national strategies and policies, and guidance from the Department of Homeland Security (DHS), to include the priorities outlined in the DHS *Quadrennial Homeland Security Review*."[179] Table 2 is a list of the current priorities of the Coast Guard with a short description of each.

Table 2.   USCG Commandant's Strategic Intent 2015–2019[180]

Priority	Challenge	Description
Strategic Challenges and Cost Guard Approaches	The Rise and Convergence of Transnational Organized Crime Networks	"Transnational Organized Crime (TOC) networks are fueled by immense profits from drug trafficking. Their indiscriminate use of violence weakens governments, stymies legitimate economic activity, and terrorizes peaceful citizens. Guided by our *Western Hemisphere Strategy*, the Coast Guard projects presence in the maritime transit zones where TOC networks are most vulnerable—at sea."[181]
	Imperative for Southern Maritime Border Security	"The southern border and approaches represents the most significant border threat to our Nation's security. As the lead federal agency for maritime law enforcement, the Coast Guard employs our *Western Hemisphere Strategy* and the Department of Homeland Security's Southern Borders and Approaches Campaign to secure maritime borders from a pervasive threat spectrum."[182]

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178 Ibid.

179 U.S. Coast Guard, *Commandant's Strategic Intent 2015–2019*.

180 Adapted from: U.S. Coast Guard, *Commandant's Strategic Intent 2015–2019 Mid-Term Report* (Washington, DC: U.S. Coast Guard), https://www.uscg.mil/seniorleadership/DOCS/midterm.pdf; U.S. Coast Guard, *Commandant's Strategic Intent 2015–2019*.

181 Ibid., 3.

182 Ibid.,4.

Priority	Challenge	Description
	Increasing Maritime Commerce	"The prosperity of our Nation is inextricably linked to a safe and efficient Maritime Transportation System (MTS). The Coast Guard plays a vital role in facilitating safe vessel activity and reliable maritime commerce. Sound risk management, contingency planning and response, and regulatory frameworks will ensure the MTS remains safe, secure, and resilient."[183]
	Emerging Cyber Risks to the Maritime Transportation System	"With more than 90 percent of global commerce moving by sea, cybersecurity is one of the most pressing economic and national security challenges our country faces. Guided by our *Cyber Strategy* and existing authorities, we will ensure our maritime stakeholders and critical infrastructure are safe and secure from cyber threats."[184]
	Adapting to Climate Change in the Polar Regions	"Increased activity in the Arctic has created demands across the spectrum of Coast Guard missions. Guided by our *Arctic Strategy* and U.S. Chairmanship of the Arctic Council, we will lead planning efforts to improve governance and mitigate the impacts of increased activity in the polar regions. Preserving U.S. sovereignty will require assured access to the Polar Regions with heavy icebreakers while rising sea levels necessitate long-term planning for our infrastructure."[185]
Building the 21st Century Coast Guard	Building Capabilities (Service to Nation)	"To ensure the Coast Guard is able to address evolving operational demands, we must affordably recapitalize our cutters, boats, aircraft, and infrastructure while also investing in our workforce. Today's acquisition efforts and workforce initiatives will shape our capabilities and operational effectiveness for decades to come."[186]
	Unity of Effort (Service to Nation)	"Using our unique authorities, the Coast Guard works alongside a variety of domestic and international partners to provide additional capacity and enhance mission effectiveness. Initiatives like the *Cooperative Strategy for 21st Century Seapower*, our *Security Sector Assistance Strategy*, and other agreements unify effort and demonstrate the importance of our extensive partnerships."[187]

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183 Ibid., 5.

184 Ibid., 6.

185 Ibid., 7.

186 Ibid., 9.

187 Ibid., 10.

Priority	Challenge	Description
	Building Capacity (Service to Nation)	"In order to respond to increased mission demand and major incident response operations, an appropriately sized and trained workforce is critical to mission execution. The Coast Guard will continue to balance multi-mission versatility with specialized proficiency. The overall workforce size will meet steady-state demands while also maintaining surge capacity for major contingencies."[188]
	Driving Out Sexual Assault (Duty to People)	"A climate of trust, respect, and dignity is critical for mission success and paramount for our workforce. Sexual assault is an intolerable crime that erodes unit cohesiveness and destroys morale. The Coast Guard will continue to foster a climate inhospitable to sexual assault and all of its enabling behaviors."[189]
	Diversity and Inclusion (Duty to People)	"Diversity is an operational imperative and enriches our Service by representing the greater society we serve. Our evolving missions require a resilient and capable workforce that draws upon the broad range of skills, talents, and experiences found in the American population. It is imperative we continue implementing our *Human Capital Strategy* and *Diversity and Inclusion Strategic Plan 2015–2018* while building and maintaining a proficient, diverse, and adaptable workforce."[190]
	Leadership (Duty to People)	"Effective leadership enables operations, develops our workforce, and ensures accountability. Coast Guard leaders must embody our core values of Honor, Respect, and Devotion to Duty. Our commitment to the American public must match the strength and resolve of our character. To succeed, leaders must know their purpose and act decisively to enhance mission effectiveness and promote professional development."[191]
	The Right Force for the Future (Commitment to Excellence)	"The Coast Guard will develop a Manpower Requirements Analysis and a longer-term Force Planning Construct (FPC) establishing the required capacity for steady-state and surge operations. We must adequately plan for a broad array of significant incidents and resource the appropriate levels of staffing for these events."[192]

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[188] Ibid., 12.

[189] Ibid., 13.

[190] Ibid., 15.

[191] Ibid., 16.

[192] Ibid., 17.

Priority	Challenge	Description
	Optimizing the Workforce (Commitment to Excellence)	"The Coast Guard must improve its human capital management system to recruit, develop, and retain a talented, diverse, and proficient workforce. This will include a deliberate process that will connect workforce and personnel planning to better balance the personal needs of the member and the Service."[193]
	Financial and Procurement Management Modernization (Commitment to Excellence)	"Financial management systems must facilitate readiness while maintaining adequate financial controls. The Coast Guard will update our financial and procurement systems and improve financial management, asset management, and procurement business processes."[194]
	A More Agile Strategic Planning Process (Commitment to Excellence)	"Strategy must drive our budget. In doing so, strategic management planning processes must be agile, deliberative, transparent, and repeatable. We will formalize a strategic review informed by and aligned to the Quadrennial Homeland Security Review, national and departmental strategies, and internal strategies and assessments."[195]

Strategy documents listed in the descriptions of select challenges above guide leaders in the organization to align with the commandant's intent. The USCG *Western Hemisphere Strategy* further breaks down the first three challenges listed as strategic challenges: combatting networks, securing borders, and safeguarding commerce.[196] The USCG *Cyber Strategy* concentrates on the fourth strategic challenge. In the document, three strategies are identified to guide efforts: defending cyberspace, enabling operations, and protecting infrastructure.[197] The USCG *Artic Strategy* addresses that last strategic challenge by outlining three objectives: improving awareness, modernizing governance and broadening partnerships.[198] Other strategy documents that partially address the priority for building the 21st century Coast Guard are the *Cooperative Strategy for 21st*

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[193] Ibid., 18.

[194] Ibid., 19.

[195] Ibid.

[196] U.S. Coast Guard, *Western Hemisphere Strategy* (Washington, DC: U.S. Coast Guard, 2014), https://www.uscg.mil/seniorleadership/docs/uscg_whem_2014.pdf.

[197] U.S. Coast Guard, *Cyber Strategy* (Washington, DC: U.S. Coast Guard, 2015), https://www.uscg.mil/seniorleadership/DOCS/cyber.pdf.

[198] U.S. Coast Guard, *Artic Strategy* (Washington, DC: U.S. Coast Guard, 2013), https://www.uscg.mil/seniorleadership/DOCS/CG_Arctic_Strategy.pdf.

Century Seapower[199] and USCG *Human Capital Strategy*.[200] The Coast Guard's strategic plan and mid-term report relate to the priorities and challenges set by DHS in its *Fiscal Years 2014–2018 Strategic Plan*[201] and the 2014 *Quadrennial Homeland Security Review*.[202]

E.   FUNDING (BUDGET)

Each year, components like the Coast Guard, move though different phases of preparing for multiple fiscal year budget cycles. They conduct several years of preparation to forecast capability requirements against projected availability to determine the organization's gaps. In September of the year before the actual fiscal year beginning, departments, such as DHS, are required to submit a budget request to Office of Management and the Budget (OMB), which includes all components under its authority. Table 3 shows the executive budget process flow from a department's request to obligation.[203]

Table 3.   The Executive Budget Process Timetable[204]

Date	Activities
Calendar Year Prior to the Year in Which Fiscal Year Begins	
Spring	OMB issues planning guidance to executive agencies for the budget beginning October 1 of the following year.
Spring and Summer	Agencies begin development of budget requests.
July	OMB issues an annual update to Circular A-11, providing detailed instructions for submitting budget data and material for agency budget

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[199] U.S. Coast Guard, *Cooperative Strategy for 21st Century Seapower* (Washington, DC: U.S. Coast Guard, 2015), https://www.uscg.mil/seniorleadership/DOCS/CS21R_Final.pdf.

[200] U.S. Coast Guard, *Human Capital Strategy* (Washington, DC: U.S. Coast Guard, 2016), https://www.uscg.mil/seniorleadership/DOCS/HCS.pdf.

[201] U.S. Coast Guard, *Fiscal Years 2014–2018 Strategic Plan* (Washington, DC: U.S. Coast Guard, 2014), https://www.dhs.gov/sites/default/files/publications/FY14-18%20Strategic%20Plan.PDF.

[202] U.S. Department of Homeland Security, *2014 Quadrennial Homeland Security Review* (Washington, DC: U.S. Department of Homeland Security, 2014), https://www.dhs.gov/sites/default/files/publications/2014-qhsr-final-508.pdf.

[203] Heniff Jr., *CRS Report for Congress*, 2.

[204] Source: Heniff Jr., *CRS Report for Congress*, 2.

	requests.
September	Agencies submit initial budget requests to OMB
October–November	OMB staff review agency budget requests in relation to president's priorities, program performance, and budget constraints.
November-December	President, based on recommendations by the OMB director, makes decisions on agency requests. OMB informs agencies of decisions, commonly referred to as OMB "passback."
December	Agencies may appeal these decisions to the OMB director and in some cases directly to the president.
Calendar Year in Which Fiscal Year Begins	
By first Monday in February	President submits budget to Congress
February-September	Congressional phase. Agencies interact with Congress, justifying and explaining president's budget.
By July 15	President submits mid-session review to Congress.
August 21 (or within ten days after approval of a spending bill)	Agencies submit apportionment requests to OMB for each budget account.
September 10 (or within 30 days after approval of a spending bill)	OMB apportions available funds to agencies by time period, program, project, or activity.
October 1	Fiscal year begins.
Calendar Year in Which Fiscal Year Begins and Ends	
October–September	Agencies make allotments, obligate funds, conduct activities, and request supplemental appropriations, if necessary. President may propose supplemental appropriations and impoundments (i.e., deferrals or rescissions) to Congress.
September 30	Fiscal year ends.

The Coast Guard's budget request and final disposition will change throughout the process based on DHS's considerations, president's priorities, and then finally congressional conclusions. Appendix B shows the Coast Guard budget evolution FY 2002–FY 2017 from what was requested by DHS to what was eventually enacted by Congress. Figure 2 shows a comparison between the amount requested and actually enacted. For further details on the Coast Guards budget, see Appendix B.

Figure 2.   U.S. Coast Guard FY 2002–2016 Budgets (Enacted and Requested)[205]

U.S. Coast Guard FY Budget
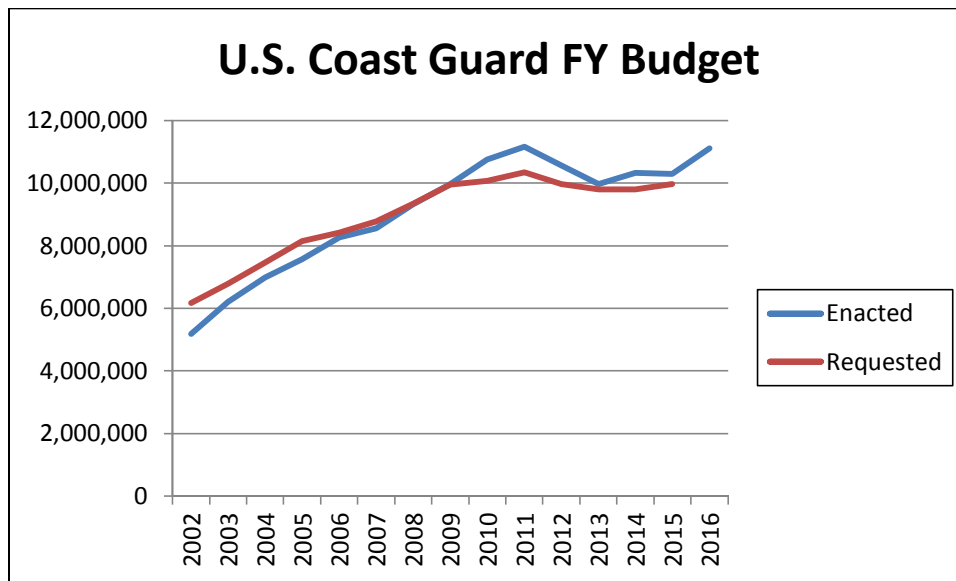
F.   CAPABILITIES

The Coast Guard has the least amount of active duty personnel assigned to any U.S. armed service. According to the Defense Manpower Data Center (DMDC), as of June 2016, the Coast Guard had just fewer than 40,000 active duty personnel making up three percent of the nation's armed forces.[206] As of 2014, the Coast Guard also reports a workforce of 7,351 reserve forces, 7,064 civilian employees, 32,814 contract employees, and 29,620 volunteer auxiliary members.[207] The Coast Guard Auxiliary was established in 1939 under 14 USC 23 to improve recreational boating safety, augment the Coast Guard for port safety and to provide administrative and logistical support. Many volunteers utilize their own personal vessels or aircraft to conduct these support and operational missions.[208]

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[205] Data compiled from the U.S. Department of Homeland Security, *Budget in Brief*, editions 2004 to 2009; U.S. Coast Guard, *Budget in Brief*, 2010 to 2017, *Posture Statements*, 2009 to 2016 editions; and U.S. Coast Guard 2013 *Performance Highlight 2013 to 2015*.

[206] Adapted from: Defense Manpower Data Center [DMDC], "DOD Personnel, Workforce Reports and Publications," October 31, 2016, https://www.dmdc.osd.mil/appj/dwp/rest/download?fileName=ms0_1610.pdf&groupName=milTop.

[207] U.S. Coast Guard, *Coast Guard Snapshot 2014*.

[208] U.S. Coast Guard Auxiliary, "About the Auxiliary," http://cgaux.org/about.php.

Figure 3.   U.S. Military Active Duty Personnel[209]
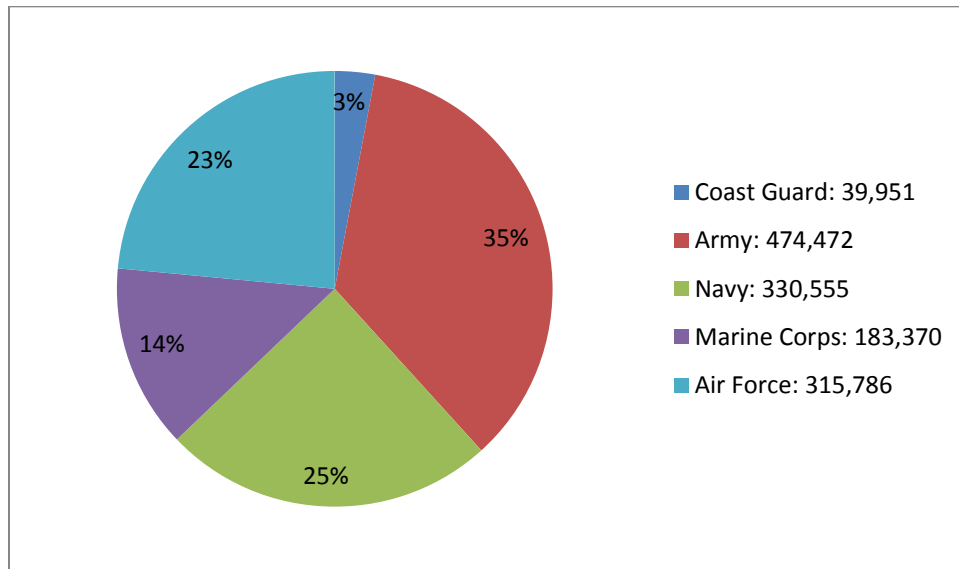
Assets used to carry out a mission on the water and in the air consist of 1,523 boats (below 65 feet in length), 238 cutters (over 65 feet or greater in length), and 187 aircraft consisting of a mix of fixed- and rotary wing (helicopters).[210] Boats operate 50 nautical miles or closer to shore depending on their size and abilities. Cutters operate in the offshore environment and have the capacity to function overseas deployed with the Navy or domestically. Additionally, the Coast Guard has the only United States waterborne assets that are capable of operating in the Polar Regions in areas that require icebreaking. The Coast Guard initiated an effort in the late 1990s called Deepwater to recapitalize their aging fleet of cutters and aircraft under one acquisition effort.[211] After criticism of the management and execution of the program, the Coast Guard took action to restructure and began pursuing the acquisitions as individual projects.[212] These efforts are currently ongoing. Projections for cost and estimated completion dates are viewed in the services *Five Year Capital Investment Plan* (CIP). FY 2016–2020 is located in Appendix C.

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[209] Adapted from: DMDC, "DOD Personnel, Workforce Reports and Publications."

[210] U.S. Coast Guard, *Coast Guard Snapshot 2014*.

[211] O'Rourke, *Coast Guard Deepwater Acquisition Programs*, 1.

[212] Ibid., 2.

G. OPERATIONAL PLANNING AND RESOURCE HOURS

To accurately compile the CIP and yearly budget plans to conduct the missions the Coast Guard is tasked with completing, the organization goes through the process of operational planning and force management. The sections below describe the mechanisms and outputs of such processes.

1. Operational Planning and Global Force Management

Coast Guard *Coast Guard's Standard Operational Planning Process / Global Force Management*, Commandant Instruction 31240.4A, updates how the organization conducts operational planning and resource apportionment for routine and known events.[213] The process starts with the organization's strategic intent and applies various factors such as priorities and performance targets to result in mission execution.[214] Some of the outputs that continuously monitored during this iterative process are the readiness levels and resource hours of capabilities.[215]

2. Resource Hours

As discussed above, the U.S. Coast Guard tracks the amount of time each of its assets is assigned to conduct missions. Though discussed in all OIG reports examined in Table 4 the first time the OIG published specific hourly breakdown figures was in FY 2008's report, which included FY 2005 data and beyond.[216] The use of OIG reports in this analysis is designed to determine if the Coast Guard has maintained non-homeland

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[213] Commandant U.S. Coast Guard, *Coast Guard's Standard Operational Planning Process/Global Force Management*, Commandant Instruction 31240.4A (Washington, DC: U.S. Coast Guard, 2009), https://www.uscg.mil/directives/ci/3000-3999/CI_3120_4A.pdf, 2.

[214] Ibid.

[215] Ibid., Enclosure 1.

[216] U.S. Department of Homeland Security, Office of Inspector General, *Annual Review of the United States Coast Guard's Mission Performance (FY 2008)* (OIG 10-17) (Washington, DC: U.S. Department of Homeland Security, Office of Inspector General, 2011), https://archive.org/details/240944-oig-10-17-annual-review-of-the-united-states, 5.

security mission historical effort levels and met its established targets based on information provided by the organization.[217]

Table 4.   U.S. Coast Guard Mission Performance Oversight Reports[218]

Date Issued	Report Number	Report Title
09/01/04	OIG-04-43	FY 2003 Mission Performance United States Coast Guard, September 2004
07/17/06	OIG-06-50	Annual Review of Mission Performance, United States Coast Guard (FY 2005)
02/28/08	OIG-08-30	Annual Review of Mission Performance United States Coast Guard
12/17/08	OIG-09-13	Annual Review of the United States Coast Guard's Mission Performance (FY 2007)
11/16/09	OIG-10-17	Annual Review of the United States Coast Guard's Mission Performance
08/03/10	OIG-10-106	Annual Review of the United States Coast Guard's Mission Performance (FY 2009)
09/26/11	OIG-11-111	Annual Review of the United States Coast Guard's Mission Performance (FY 2010)
09/13/12	OIG-12-119	Annual Review of the United States Coast Guard's Mission Performance (FY 2011)
09/05/14	OIG-14-140	Annual Review of the United States Coast Guard's Mission Performance (FY 2013)

Complete resource mission hour data for FY 2005–2013 (OIG reports FY 2008–2013) is located in Appendix A. The Coast Guard increased overall of resource hours available for conducting missions from FY 2000 to FY 2005. Hours peaked in FY 2005 and then steadily decreased with the sharpest drop in FY 2013. According to the OIG, the Coast Guard in FY 2005 was "within 4% of its statistically projected maximum resource

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[217] U.S. Department of Homeland Security, Office of Inspector General, *Annual Review of the United States Coast Guard's Mission Performance (FY 2013)* (OIG 14-140) (Washington, DC: U.S. Department of Homeland Security, Office of Inspector General, 2011), https://www.oig.dhs.gov/assets/Mgmt/2014/OIG_14-140_Sep14.pdf, 1.

[218] Source: U.S. Department of Homeland Security, Office of Inspector General, "Component: U.S. Coast Guard (USCG)," accessed July 24, 2016, https://www.oig.dhs.gov/index.php?option=com_content&view=article&id=19&Itemid=48.

hours"[219] based on the available capabilities (aircraft, cutters, and boats). The increase in mission hours FY 2005 can partially be attributed to Hurricane Katrina during which "over one-third of all Coast Guard aviation assets were deployed to the Gulf Coast."[220] Figure 4 is a bar chart depicting homeland and non-homeland security resource hour totals from FY 2000 to FY 2013 (latest datasets currently publicly available).

Figure 4.   Homeland and Non-homeland Security Resource Hours—Total[221]
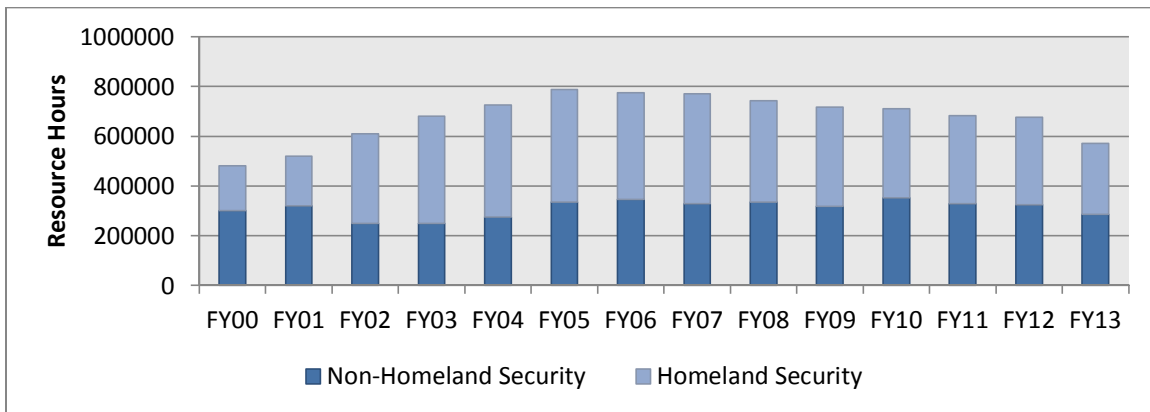
Before September 11, 2001, most of the Coast Guard's resource hours were used primarily for non-homeland security missions. After the attacks, proportionally homeland-security missions have been higher than non-homeland security every year until FY 2013, at which time they were almost even. The 16 percent decrease in mission hours from FY 2012 to FY 2013 is attributed to sequestration reductions due to the Budget Control Act of 2011.[222] Figure 5 shows a line graph comparison of homeland and non-homeland security resource hours from FY 2000 to FY 2013 (latest datasets

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[219] U.S. Department of Homeland Security, Office of Inspector General, *Annual Review of the United States Coast Guard's Mission Performance (FY 2005)* (OIG-06-05) (Washington, DC: U.S. Department of Homeland Security, Office of Inspector General, 2006), 8.

[220] Ibid.

[221] Data compiled from Office of Inspector General, *Annual Review* FY 2005, 2008, and 2013; Office of Inspector General, *Annual Review of the United States Coast Guard's Mission Performance (FY2010)*. FY00–14 are estimates based on Office of Inspector General, *Annual Review (FY2008)*.

[222] Office of Inspector General, *Annual Review (FY2013)*, 13.

currently publicly available). Figures 6 and 7 further breakdown the same data by the mission.

Figure 5.   Homeland and Non-Homeland Security Resource Hours—Comparison[223]
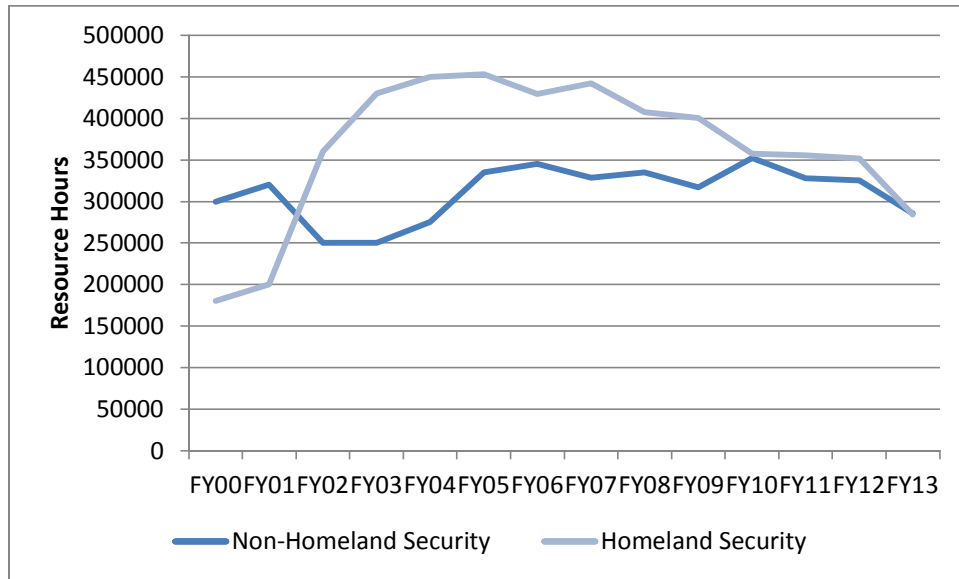
[223] Data compiled from Office of Inspector General *Annual Review* FY 2005, 2008, 2010, 2011, and 2013. FY00–04 are estimates based on Office of Inspector General, *Annual Review (FY2008)*, 4.

Figure 6.   Total Resource Hours for All Missions[224]

Legend:
- Search and Rescue
- Marine Safety
- Aids-to Navigation
- Ice Operations
- Marine Environmental Protection
- Living Marine Resources
- Illegal Drug Interdiction
- Migrant Interdiction
- Other Law Enforcement
- Ports, Waterways, Coastal Security
- Defense Readiness

Figure 7.   Total Resource Hours by Mission[225]
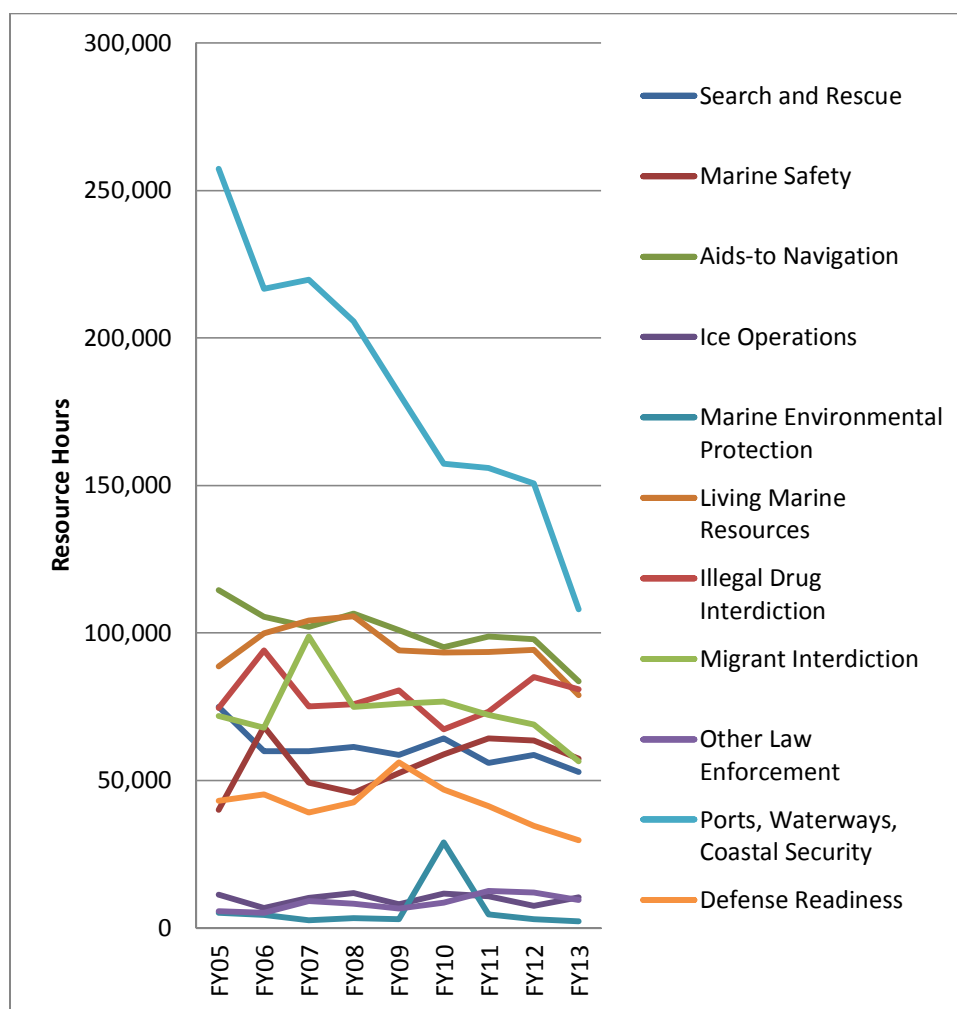
H.   OVERSIGHT

Quite as important as lawmaking is vigilant oversight of administration.

—Woodrow Wilson,
Congressional Government (1885)

According to the Congressional Research Service, the purpose of congressional oversight is to ensure executive compliance with legislative intent; improve the efficiency, effectiveness, and economy of governmental operations; evaluate program

[225] Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 5; Office of Inspector General, *Annual Review (FY2010)*, 5; Office of Inspector General, *Annual Review (FY2013)*, 5.

performance; prevent executive encroachment on legislative prerogatives and powers; investigate alleged instances of poor administration, arbitrary and capricious behavior, abuse, waste, dishonesty, and fraud; assess agency or officials' ability to manage and carry out program objectives; review and determine federal financial priorities, ensure that executive policies reflect the public interest; and, protect individual rights and liberties.[226] The value to the nation from the legislative branch does not stop with lawmaking. Ensuring that the laws work and that they are carried out in an efficient and cost-effective manner are crucial to economic stability and homeland protection.

1. Oversight of DHS

As important as oversight is, proper application of this responsibility is integral to realizing the benefits. Structurally, homeland security is not under any one congressional oversight umbrella, and linkages are found in agencies and organizations in and outside of DHS. Significant amounts of coordination and communication are necessary to ensure alignment and best use of resources.

The Committee on Homeland Security has primary oversight responsibilities over DHS. However, there are various other committees and subcommittees with parallel and periphery interests. Representative (Rep) Peter King of New York (R-N.Y.), a homeland security committee member, indicated that the structure was not appropriate and attributed it to a "petty fight for power" between committees reluctant to give up their piece of DHS.[227] In 2004, when the 9/11 Commission conducted its analysis, a number of committees and subcommittees that DHS was reported to be 88, and it has only grown since. For the 110th United States Congress (January 4, 2007–January 4, 2009), DHS was required to report to 108 committees and subcommittees for legislative oversight.[228] It is estimated those figures have not been reduced in most recent legislative structures;

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[226] Alissa M. Dolan et al., *Congressional Oversight Manual* (CRS Report No. RL30240) (Washington, DC: Congressional Research Service, 2014), https://fas.org/sgp/crs/misc/RL30240.pdf.

[227] Jerry Markon, "Department of Homeland Security Has 120 Reasons to Want Streamlined Oversight," *The Washington Post*, September 25, 2014, http://www.washingtonpost.com/blogs/federal-eye/wp/2014/9/25/outsized-congressional-oversight-weighing-down-department-of-homeland-security/.

[228] "Who Oversees Homeland Security? Um, Who Doesn't?," *National Public Radio*, July 20, 2010, http://www.npr.org/templates/story/story.php?storyId=128642876.

however, data is not readily available to confirm. Figure 8 depicts the numerous committees and subcommittees that DHS is required to report to in the U.S. House of Representatives and Senate.

Michael Chertoff, Secretary of DHS from 2005–2009, stated: "We calculated that in 2007–2008, there were more than 5,000 briefings and 370 hearings."[229] Even though that is time-consuming, he indicated a bigger problem was that the direction received from the committees was inconsistent, which contributes to delay and confusion.[230] As a comparison, DOD reports to 36 committees and subcommittees with a budget that is 10 times that of DHS.[231]

The "unwieldy hodgepodge of committees" that DHS reports to threatens the nation's security as it "places an extraordinary administrative burden on DHS, […] distracting them from higher-priority tasks."[232] The current system is currently making Americans less safe as the department is unable to focus primarily on its mission.

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[229] Ibid.

[230] Ibid.

[231] Jessica Zuckerman, "Politics over Security: Homeland Security Congressional Oversight in Dire Need of Reform," Issue Brief No. 2722, September 10, 2012, http://www.heritage.org/research/reports/2012/09/homeland-security-congressional-oversight-in-dire-need-of-reform.

[232] National Commission on Terrorist Attacks upon the United States [9/11 Commission], *The 9/11 Commission Report: Final Report of the National Commission on Terrorist Attacks upon the United States* (New York: W. W. Norton & Company, 2011), Kindle ed.

Figure 8.   Committees and subcommittees DHS reports to in the House and Senate.[233]

Congressional Oversight Of DHS

In the 110th Congress, 108 committees and subcommittees oversee the Department of Homeland Security.

Source: DHS Office Of Legislative Affairs
Credit: Adrienne Wollman/NPR
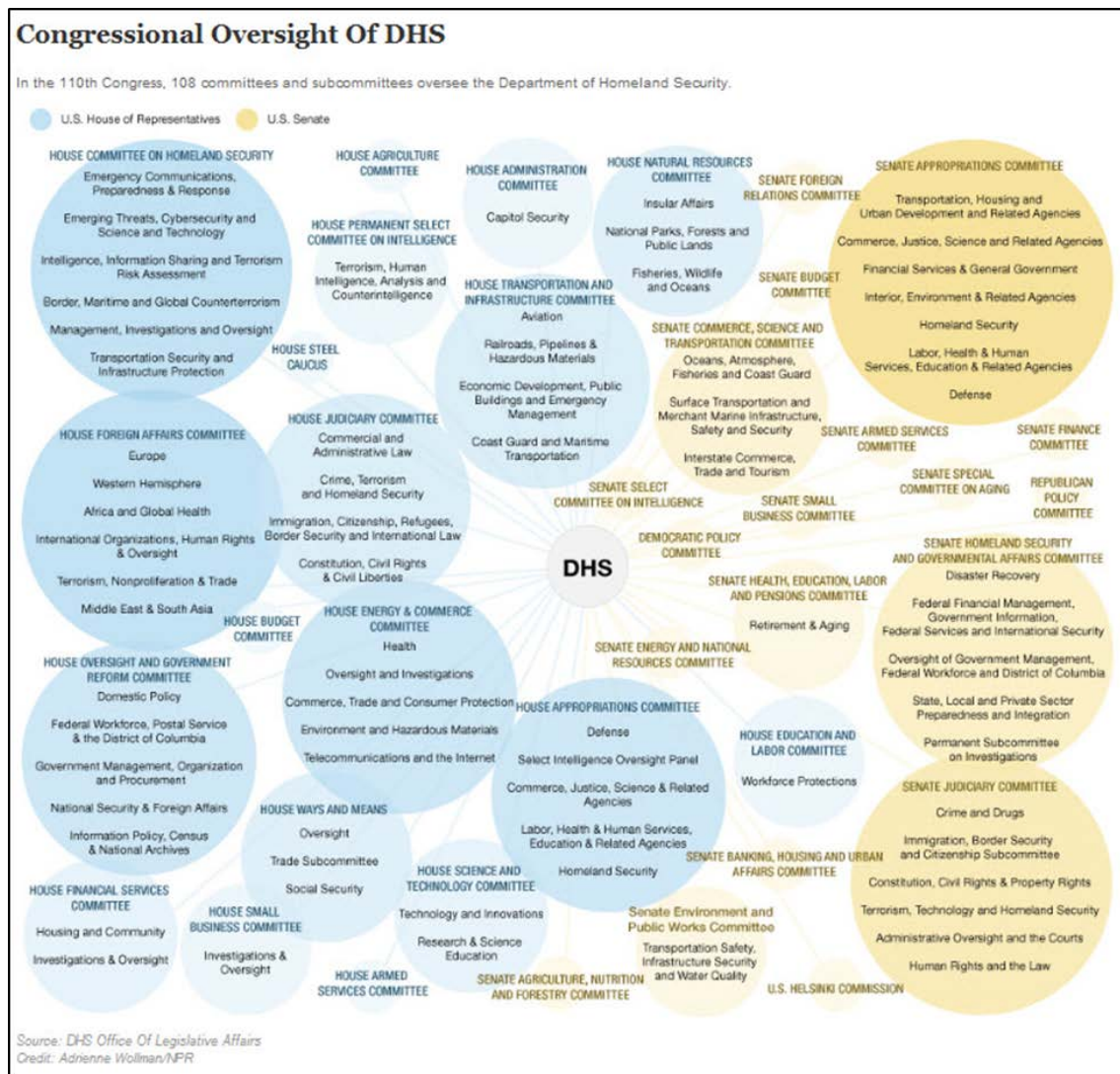
2.   Oversight of USCG

As a component under DHS, the Coast Guard is also required to report to multiple committees and subcommittees. Below is a list of 11 organizations the Coast Guard is required to provide information to as per Homeland Security Act of 2002.

- The Secretary of Homeland Security
- Inspector General of the Department of Homeland Security

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[233] "Who Oversees Homeland Security?" *National Public Radio*.

- Government Accountability Office

- Committee on Governmental Affairs of the Senate

- Committee on Government Reform of the House of Representatives

- Senate Committees on Appropriations of the Senate

- House Committee on Appropriations

- Committee on Commerce, Science, and Transportation of the Senate

- Committee on Transportation and Infrastructure of the House of Representatives

- House Committee on Homeland Security (achieved permanent Standing Committee status January 4, 2005)[234]

- U.S. Navy—when operating under the Navy under § 3 of Title 14, United States Code

3. Oversight Recommendation

The United States is increasingly vulnerable to criminal activity and terrorist attacks on the waterside border due in part to government organization—structurally in DHS and fragmented between federal, state, local, and tribal entities. The task of homeland security is designated by law under one federal component; however, several other agencies, over which DHS does not have jurisdiction, have homeland security responsibilities. Significant amounts of coordination and communication are necessary to ensure alignment and best use of resources because DHS does not have full visibility or control. Additionally, the significant amount of homeland security strategic guidance that has been published by a variety of sources is not easily obtainable and organized, and the initiatives are not guaranteed to be funded, placing an undue burden on the agencies tasked with their implementation. Finally, legislative oversight is extensive and inconsistent, contributing to delays and confusion that puts our country's safety and security at risk. The government needs to reconsider what agencies are part of DHS, what responsibilities each agency is accountable for, and consider ways to improve integration of state, local, and tribal law enforcement capabilities. The national strategy should be

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[234] Committee on Homeland Security Democrats, "About," accessed November 5, 2016, https://democrats-homeland.house.gov/about/history

reviewed to ensure it is still applicable and fully funded so that agencies can appropriately execute. Finally, recommendations from the 9/11 Commission and countless others to simplify congressional oversight over DHS should be a priority for study and action.

A study is needed to understand the full impacts of fragmented congressional oversight on the department, and if warranted, follow on efforts should be undertaken to recommend adjustments. Additionally, a complete list of congressional oversight committees that DHS reports to should be available and easily retrievable for full transparency to the American public. According to the 9/11 Commission report, "this is perhaps the single largest obstacle impeding the department's successful development."[235] Authors of the *Tenth Anniversary Report Card: The Status of the 9/11 Commission Recommendations* noted that they still believe that congressional reform is in the countries best security interest and that Congress should make committee reform a priority as "unwieldy divisions result in the inefficient allocation of limited resources."[236] In 2012, President Obama noted, "[DHS] was created to consolidate intelligence and security agencies, but Congress didn't consolidate on its side […] That's not adding value, it's not making us safer."[237]

In a letter to Speaker John Boehner, Representative Peter T. King (R-NY) and Representative Bennie G. Thompson (D-MS), recommended to "consolidate jurisdiction over DHS so that the House's ability to streamline federal programs, enact cost savings reforms and effectively and efficiently authorize programs critical to the security of our Nation is no longer obstructed."[238]

Advocates for streamlining, such as Senator (Sen.) Joseph Lieberman (I-CT), who is the chair of the Senate Committee on Homeland Security and Governmental Affairs,

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[235] 9/11 Commission, *The 9/11 Commission Report*.

[236] National Security Preparedness Group, *Tenth Anniversary Report Card: The Status of the 9/11 Commission Recommendations* (Washington, DC: Bipartisan Policy Center, 2011), http://bipartisanpolicy.org/wp-content/uploads/sites/default/files/CommissionRecommendations.pdf.

[237] Representative Peter T. King (R–NY) and Representative Bennie G. Thompson (D–MS), letter to Speaker John Boehner (R–OH), January 24, 2012, http://chsdemocrats.house.gov/SiteDocuments/DHSobama.pdf.

[238] Ibid.

indicate that the model of having one oversight committee, similar to the Armed Services Committee for the DOD, could be applied to DHS.

I. SUMMARY

The Coast Guard's organizational identity has transformed throughout history as its responsibilities continuously grow based on the needs of the country. The service was initially created to enforce the maritime laws of the federal government, collect duties on imported goods, and to prevent smuggling.[239] It later became the sole entity responsible for the protection of the nation on the vast reaching coastline throughout the entire maritime environment.[240] The organization then took on humanitarian duties that included protecting natural resources,[241] and then it merged with the other entities expanding its lifesaving mission responsibilities.[242] Being highly capable has rewarded the organization with additional work, and the events of 9/11 refocused the Coast Guard back to its roots in homeland security and national defense.[243]

The Coast Guard has been scrutinized for its decisions in voluntarily reducing personnel in the mid-1990s when other federal agencies found ways to delay streamlining.[244] The do more with less mantra of the past, coupled by completing extraordinary feats such as rescuing over 33,000 people the week that Hurricane Katrina devastated New Orleans, have proved obstacles in convincing Congress that the Coast Guard needs additional resources.[245] When acquisition issues surfaced with the Deepwater program, the largest modernization effort of the services offshore maritime and aviation fleet, the organization ran into impediments to obtain the appropriate

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[239] U.S. Coast Guard, "U.S. Coast Guard History."

[240] U.S. Coast Guard, *Doctrine for the U.S. Coast Guard*, 1.

[241] Ibid., 32–36.

[242] Johnson, *Guardians of the Sea*, 35.

[243] U.S. Coast Guard, U.*S. Coast Guard FY2003 Report*, 7.

[244] Helvarg, "The Coast Guard Still Needs Rescuing."

[245] Ibid.

funding it needed.[246] Over the past five years, lack of support in the president's fiscal year budgets has left it up to Congress to provide funding to keep the program alive.[247]

Due to shifting priorities and changing responsibilities, the strategic vision of the organization has transformed as well. Like in the past, the organization currently presents itself as a multi-missioned service whose "capabilities, capacities, partnerships, and authorities" are what set it apart from others regarding ability and preparedness to meet the developing requirements of the nation.[248] Unlike in the past, the Coast Guard has put the work into publishing several strategy documents to focus leaders and decision makers on how to utilize resources and to make a case for increasing capabilities. It remains to be seen if the organization will be successful in packaging the message that the government should invest in the Coast Guard's humanitarian missions.

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[246] Mackin, *Coast Guard Acquisitions*, 1.

[247] *President's Fiscal Year 2017 Budget Request*.

[248] U.S. Coast Guard, *Commandant's Direction 2014*, 2.

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III.   SOCIAL NETWORK ANALYSIS

Chapter II analyzed the organizational history of the Coast Guard, missions that it is required to execute, the overarching strategy designed to complete those missions, and the resources available to do it. This chapter focuses on stakeholders that the Coast Guard needs to consider when implementing strategies to accomplish the missions the organization is responsible for executing.

A.   SOCIAL STRUCTURE AND NETWORKS EXPLAINED

Social structure is a system of organized, patterned relationships that have formed between social groups in society.[249] These social structures can be social institutions, such as family, politics, and religion; similar or uniform networks, such as the military; or created by customs and behavior from everyday connections and exchanges with those around us.[250] Social structures can be categorized and then further analyzed to understand the network to which the individuals or organizations belong.

Jamali and Abolhassani state, "A social network is a social structure between actors, mostly individuals or organizations."[251] The actors organize into a system with linkages that are used to interpret behavior and identify patterns.[252] One way to quantify the patterns existing in society is through social network analysis (SNA). SNA consists of mapping and assessing people or organizations and the relationships between them through mathematical analysis.[253] This theory and the methods that are applied "assumes that the behavior of actors (individuals, groups, or organizations) is profoundly affected by their ties to others and the networks in which they are embedded."[254]

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[249] Jamali and Abolhassani, "Different Aspects," 66.

[250] Crossman, "Social Structure Defined."

[251] Jamali and Abolhassani, "Different Aspects," 66.

[252] Tichy, Tushman, and Fombrun, "Social Network Analysis."

[253] Jamali and Abolhassani, "Different Aspects," 66.

[254] Everton, *Disrupting Dark Networks*, 5.

Nineteenth-century German sociologist Georg Simmel "argued that to understand social behavior we must study patterns of interaction."[255] These patterns of interactions relating to his work on secret societies[256] laid the theoretical groundwork for the development of SNA (of which Simmel is considered the forbearer).[257] Between 1940 and 1970, research on social patterns and interactions primarily developed through social psychology and social anthropology disciplines. This inquiry laid the groundwork for Harrison White and his students' efforts at Harvard to develop what is the current version of SNA. White argued that empirical data be essential to eliminating individualistic biases and then "developed an approach that drew from case studies to focus on social relations and the patterns that emerge from them."[258] Table 5 contains a list of network properties used in SNA, and Table 6 contains a list of the different collection methods in SNA and the associated strengths and weaknesses of each.

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[255] Ibid., 3.

[256] Georg Simmel, "The Sociology of Secrecy and of Secret Societies," *American Journal of Sociology* 11 (1906): 441–498.

[257] Everton, *Disrupting Dark Networks*, 3.

[258] Ibid., 4.

Table 5.   Social Network Analysis Network Properties[259]

Property	Explanation
Nature of the Links	
1. Intensity	The strength of the relation between individuals.
2. Reciprocity	The degree to which a relation is commonly perceived and agreed on by all parties to the relation (i.e., the degree of symmetry).
3. Clarity of Expectations	The degree to which every pair of individuals has clearly defined expectations about each other's behavior in the relation
4. Multiplexity	The degree to which pairs of individuals are linked by multiple relations.
Structural Characteristics	
1. Size	The number of individuals participating in the network.
2. Density (Connectedness)	The number of actual links in the network as a ratio of the number of possible links
3. Clustering	The number of dense regions in the network.
4. Openness	The number of actual external links of a social unit as a ratio of the number of possible external links.
5. Stability	The degree to which a network pattern changes over time.
6. Reachability	The average number of links between any two individuals in the network.
7. Centrality	The degree to which relations are guided by the formal hierarchy.
8. Star	The individual with the highest number of nominations.
9. Liaison	An individual who is not a member of a cluster but links two or more clusters.
10. Bridge	An individual who is a member of multiple clusters in the network (linking pin).
11. Gatekeeper	A star who also links the social unit with external domains.
12. Isolate	An individual who has uncoupled from the network.

[259] Adapted from: Tichy, Tushman, and Fombrun, "Social Network Analysis," 508.

Table 6.   Strengths and Weaknesses of Data Collection Methods[260]

Method	Definition	Strengths	Weaknesses
1. Positional Analysis (Formal Communication/ Influence)	Entails the use of formal organizational data, often reflected in an organization chart, which details prescribed reporting or communication lines.	Easy access.	Least accurate (does not account for the process of the organization). Must be used with other methods
2. Reputational/ Attributional	Attempts to go behind the scenes and capture the judgment of informal leaders.	Simplicity of design and data collection. Can deal with multiple networks. Limited sample size	Taps only perceived networks. Status bias is often built in. Specification of where to cut off often arbitrary. Questions of reliability with data.
3. Decisional Analysis	Selects some key issues, identifies the participants in decision making, determines outcomes, and then appraises relative influence.	Reconstructs networks. Can deal with multiple networks. Issue specific.	Ignores indirect, subtle influence. Definition of key issues are important. Choice of issues are important. Complex and time consuming to apply.
4. Interactional Analysis	The flow of interactions (or influences) and feedback is the central focus. Information obtained from surveys are administered to the entire system.	Benefits of all the above approaches. Easy to gather. Reliability of data.	Definition of boundaries. Need for high return rate (total universe needed). Costly to manage and administer. Requires high commitment on the part of respondent, also high trust.

B.   METHOD EXECUTED

Position analysis is the method chosen for this SNA on the U.S. Coast Guard and the organizations with which it interacts. The selection was primarily due to the availability of information as well as the nature of the organization itself (a strong hierarchical organization with chain-of-command communication/decision-making structure). It could be argued that a partial decisional analysis method can be used, as organizations included in this SNA were primarily required by law and had connections

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[260] Adapted from: Tichy, Tushman, and Fombrun, "Social Network Analysis," 510–512.

through the budgetary and acquisition processes. Appendix D is a full list of what congressional committees and subcommittees are included in this SNA.

The organizations and individuals (actors or nodes) that were selected to be linked (edges) to the Coast Guard are found in Appendix E. Figure 9 is an example of a small network with labels nodes and edges.

Figure 9.   Small Undirected Network with Labeled Nodes and Edges[261]
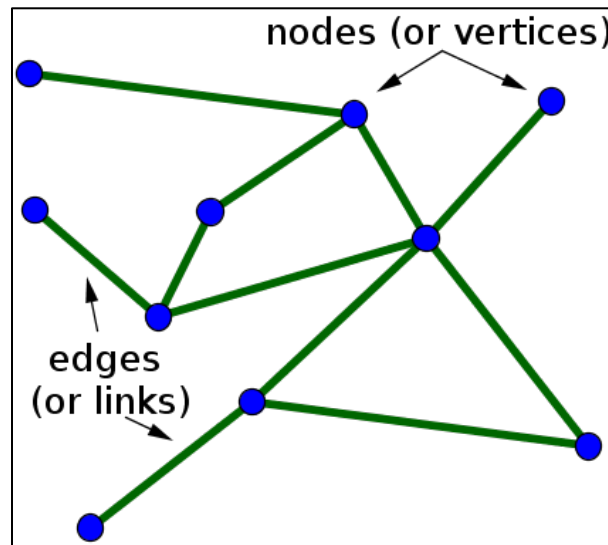
C.   PRELIMINARY FINDINGS/DISCUSSION

The following is an analysis of the Coast Guard's social network (SN), including the actors it interacts with for budgetary and acquisition decisions. Using a web-based software, Polinode,[262] information was imported, collected, and analyzed. The analysis produced a graphic representing the size of the Coast Guard's network and provides some basis for determining the subjective relevance each contact has.

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[261] Math Insight, "An Introduction to Networks," accessed August 28, 2016, http://mathinsight.org/network_introduction.

[262] SNA completed with software from Polinode, available at https://www.polinode.com.

1. Overall Coast Guard

Figure 10 is a depiction of the Coast Guard's SN. This is not a complete depiction of every contact that the Coast Guard has in all possible situations. Rather, this SN is focused on the relationships the Coast Guard has regarding the acquisitions and budgetary process with some connections to other government agencies. The network that has been created is directed, or the connections between nodes, are established in the SN based on the researched relationships.[263] For example, the assumption that the USCG has a connection to DHS is shown as having link that is one out degree.[264] If there is a link back to the USCG from DHS, that is one in degree.[265] The relationship between USCG and DHS is directed by the connections established in the SN. Due to the directed nature of this network, it is not possible to calculate clusters; however, a graphical depiction of communities (the directed approximation of clusters) is included.

All nodes and edges are weighted the same due to the nature of the public information available. Without conducting surveys or going behind the scenes to obtain information that is dependent upon an individual's position, it is impossible to determine the exact nature of the links themselves. Table 7 contains the structural characteristic measurements of the Coast Guard's social network.

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[263] Ibid.

[264] Ibid.

[265] Ibid.

Table 7. Coast Guard Social Network Analysis[266]

Property	Explanation	Measurement
Structural Characteristics		
1. Size	The number of individuals participating in the network.	502 Nodes
6. Reachability	The average number of links between any two individuals in the network.	7.011952
7. Centrality	The degree to which relations are guided by the formal hierarchy. Total number of nodes that the node links to.	Coast Guard links to 50 nodes
8. Star	The individual with the highest number of nominations.	Coast Guard

Figure 10. USCG Social Network
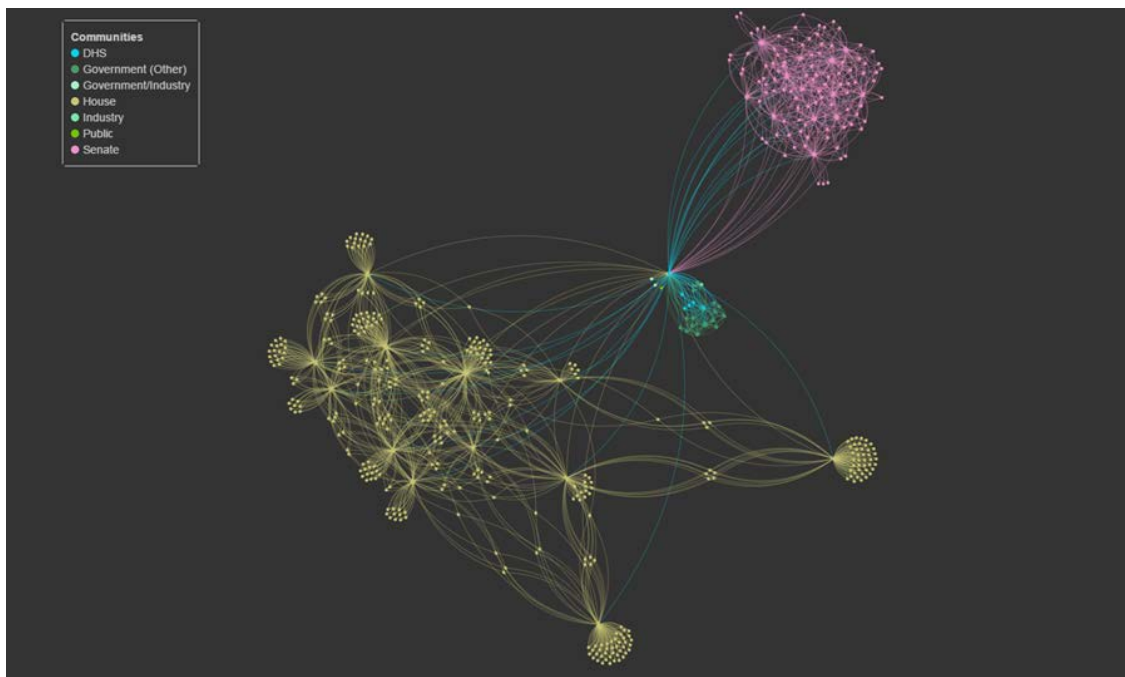
This figure is a graphical depiction of the Coast Guard's social network created in Polinode.

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266 Adapted from: Tichy, Tushman, Fombrun, "Social Network Analysis," Table 1. SNA completed with software from Polinode.

Figures 11–15 are close up views of the communities in the Coast Guard's SN. Figure 11 shows the committees and senators with whom the Coast Guard interacts with in the Senate. Figure 12 displays the committees with the senators subdued. Figure 13 show the committees and representatives that the Coast Guard interacts with in the House. Figure 14 display the committees with the representatives subdued. Figure 15 displays the other entities that the Coast Guard may directly deal with in the course of its normal operations such as DHS, state and local governments, and the general public.

Figure 11.   Coast Guard Social Network Senate Community
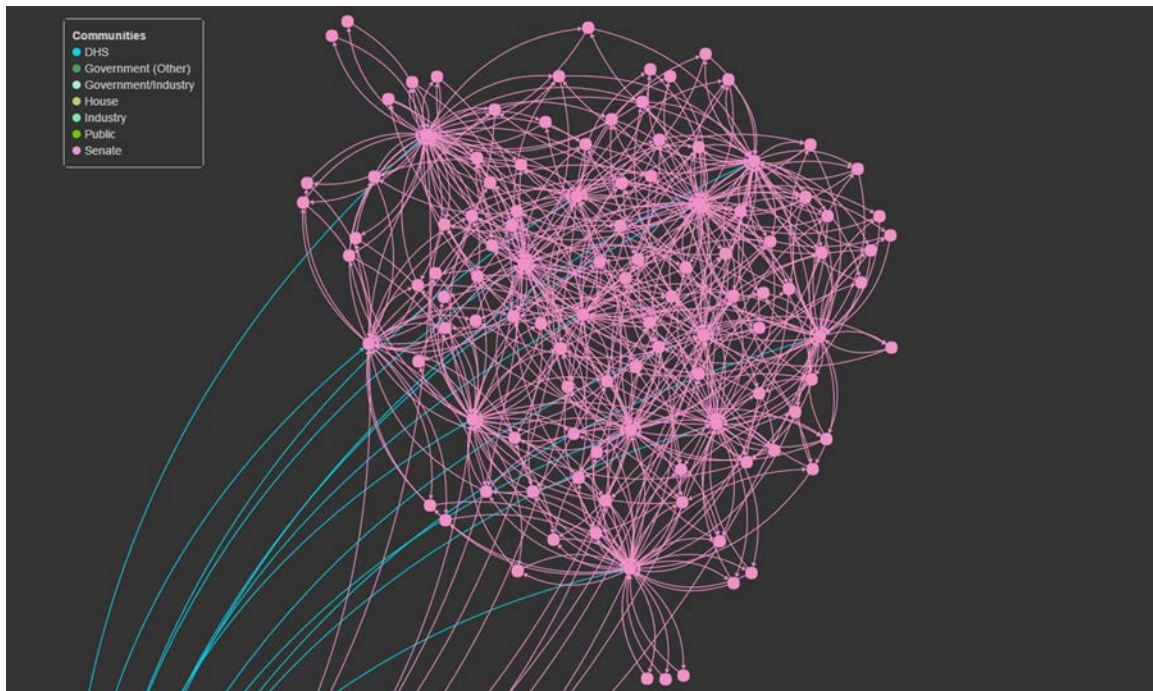
This figure is a graphical depiction of the Coast Guard's social network senate community created in Polinode.

Figure 12.　Coast Guard Social Network Senate Committee Community
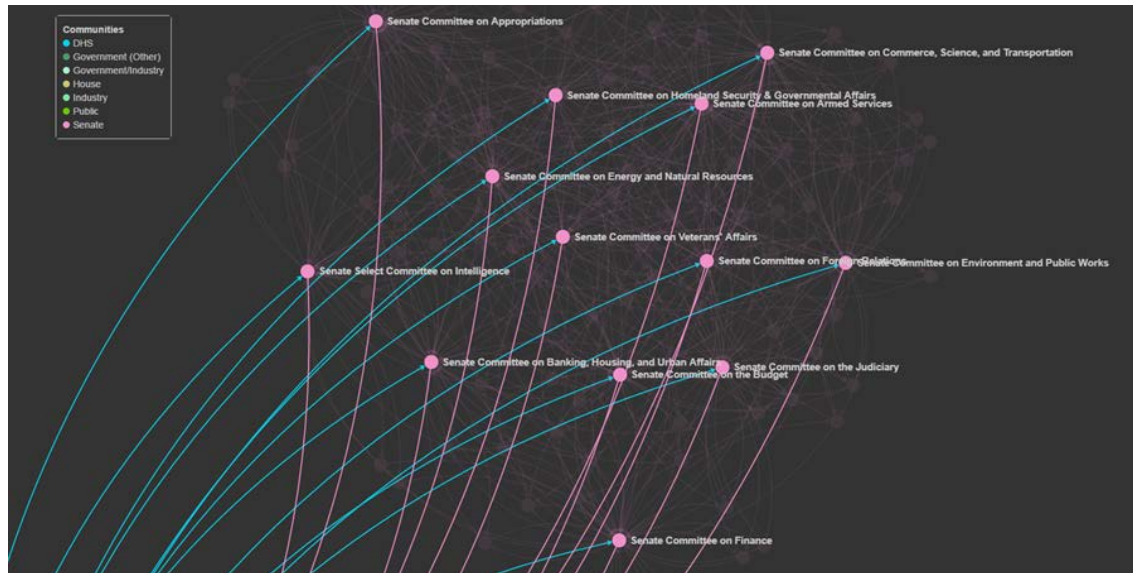
This figure is a graphical depiction of the Coast Guard's Social Network Senate Committee Community created in Polinode.

Figure 13.   Coast Guard Social Network House of Representatives Community
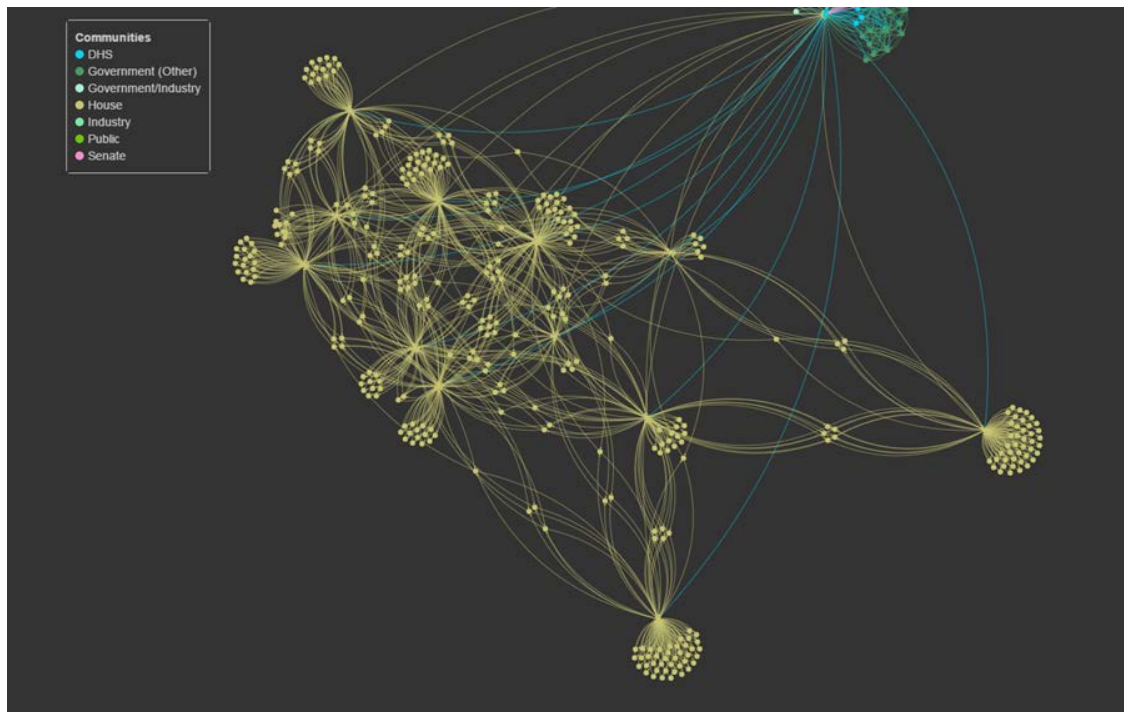
This figure is a graphical depiction of the Coast Guard's Social Network House of Representatives Community created in Polinode.

Figure 14. Coast Guard Social Network House of Representatives Committee Community

This figure is a graphical depiction of the Coast Guard's Social Network House of Representatives Committee Community created in Polinode.

Figure 15.   Coast Guard Social Network—Non-Congressional
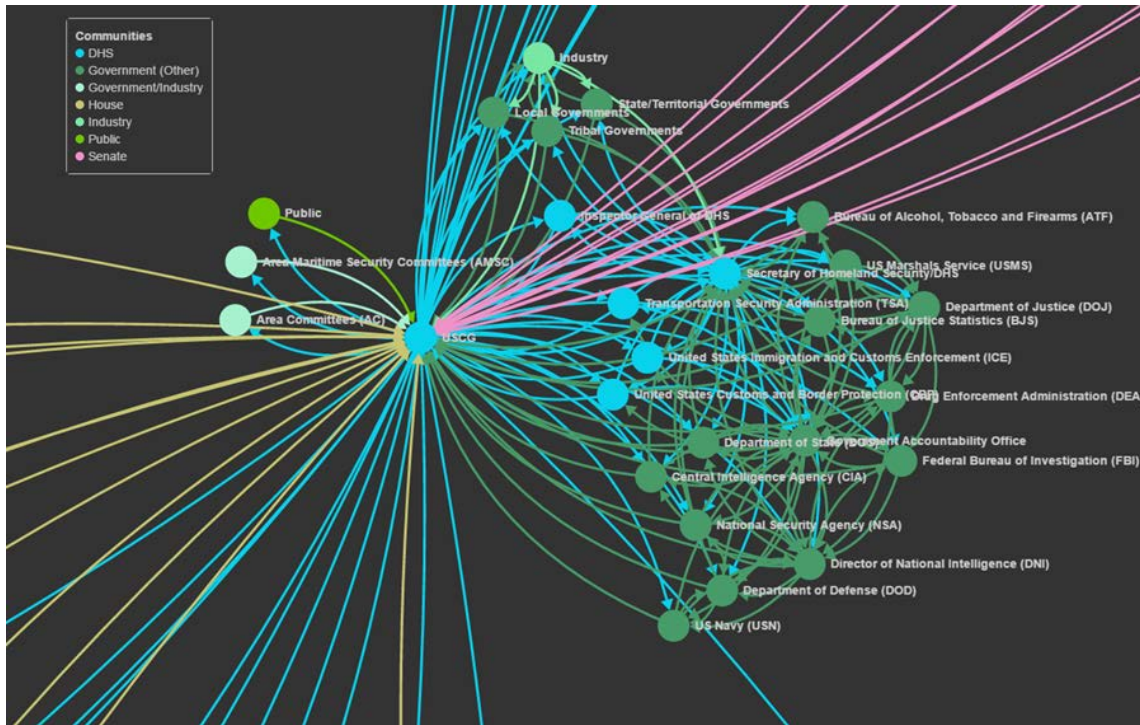
This figure is a graphical depiction of the Coast Guard's Social Network of non-congressional entities created in Polinode.

2.   Senate

For the Senate, the committees that have connections to the Coast Guard regarding budgetary and acquisitions matters are the Senate Committee on Appropriations (30 members or nodes), Senate Committee on the Budget (23 members or nodes), and the Senate Committee on Homeland Security and Governmental Affairs (17 members or nodes). In analyzing the three committees, it is determined that there are ten members with varying levels of multiplexity. There are four different combinations of connections: (1) one actor has connections to all three of the committees; (2) three actors have connections to Appropriations and Budget committees; (3) two actors have connections to Appropriations and Homeland Security and Governmental Affairs committees; and (4) four actors have connections to Budget and Homeland Security and Governmental Affairs committees (see Table 8).

Table 8.   Senate Social Network Analysis: Connections[267]

Name	Connections	Committees
Tammy Baldwin (D-WI)	3	Senate Committee on Appropriations Senate Committee on the Budget Senate Committee on Homeland Security and Governmental Affairs
Lindsey Graham (R-SC):	2	Senate Committee on Appropriations Senate Committee on the Budget Note: Senate Committee on Armed Forces
Jeff Merkley (D-OR)	2	Senate Committee on Appropriations Senate Committee on the Budget Note: Senate on Environment and Public Works
Patty Murray (D-WA)	2	Senate Committee on Appropriations Senate Committee on the Budget Note: Senate Committee on Veterans' Affairs
James Lankford (R-OK)	2	Senate Committee on Appropriations Senate Committee on Homeland Security and Governmental Affairs
Jon Tester (D-MT)	2	Senate Committee on Appropriations Senate Committee on Homeland Security and Governmental Affairs Note: Senate Committee on Veterans' Affairs
Kelly Ayotte (R-NH)	2	Senate Committee on the Budget Senate Committee on Homeland Security and Governmental Affairs Note: Senate Committee on Armed Forces
Mike Enzi (R-WY)	2	Senate Committee on the Budget Senate Committee on Homeland Security and Governmental Affairs
Ron Johnson (R-WI)	2	Senate Committee on the Budget Senate Committee on Homeland Security and Governmental Affairs
Rob Portman (R-OH)	2	Senate Committee on the Budget Senate Committee on Homeland Security and Governmental Affairs

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[267] Adapted from: U.S. Senate, "Committees," accessed October 15, 2016, http://www.senate.gov/committees/committees_home.htm. SNA completed with software from Polinode.

3. House of Representatives

For the House of Representatives, the committees that have the most connections to the Coast Guard regarding budgetary and acquisitions matters are the House Committee on Appropriations (52 members or nodes), House Committee on Budget (40 members or nodes), and the House Committee on Homeland Security (31 members or nodes). In analyzing the three committees, we find that there are five members each with two levels of connections (see Table 9). All of them were on the Appropriations and Budget Committees and none on the Homeland Security Committee. Four members on the Homeland Security Committee are on the House Committee on Armed Services Committee as well.

Table 9.   House of Representatives Social Network Analysis: Connections[268]

Name	Degrees	Committees
Tom Cole (R-OK)	2	House Committee on Appropriations House Committee on Budget
Steve Womack (R-AR)	2	House Committee on Appropriations House Committee on Budget
Ken Calvert (R-CA)	2	House Committee on Appropriations House Committee on Budget
Tim Ryan (D-OH)	2	House Committee on Appropriations House Committee on Budget
Barbara Lee (D-CA)	2	House Committee on Appropriations House Committee on Budget

D.   SUMMARY

This analysis shows how using SNA the Coast Guard can effectively narrow its focus to the appropriate channels to communicate their budget and acquisitions needs. This could also be used for other areas of interest, such as environmental or transportation concerns. Additionally, each committee has subcommittees associated with

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[268] U.S. House of Representatives, "Committees," accessed November 5, 2016, http://www.house.gov/committees/. SNA completed with software from Polinode.

it. Narrowing the field of communications even further is possible by breaking down each committee's subcommittee and annotating these connections to the SNA.

If the premise that an association with a group equates to some level of social capital or influence, this researcher theorizes that having a positive relationship with Senator Tammy Baldwin who is on all three committees (Appropriations, Budget, and Homeland Security and Governmental Affairs) would be beneficial to the organization. To determine the next level of concentration for developing positive relationships in the Senate for the purposes of obtaining necessary capabilities, researchers would need to take into account the relative importance and or influence of the committees themselves. If being connected to Appropriations and Budget Committee, but not having a connection to the Homeland Security and Governmental Affairs Committee is seen as a limiting factor, then cultivating relationships with Senators Lindsey Graham, Jeff Merkley, and Patty Murray may be appropriate.

Analyzing the importance of connections within the House of Representatives is more complex than that of the Senate. The density (connectedness) calculation for the number of actual links in the network as a ratio of the number of possible links is low. Because there are a larger number of representatives as compared to the senators, there are fewer opportunities to serve on a committee. Additionally, there are no connections between representatives who serve on the House Committee on Homeland Security who also serve on either the Appropriations or Budget Committees. At this time, it is not possible to concentrate the cultivation of positive relationships with someone who serves on all three committees. Additional efforts may be required to educate members on the Appropriations and Budget Committees who have no connection to the Coast Guard.

The multiple dimensions to the relationships described in the preliminary findings can be interpreted in several different ways. Without having more information about the intensity of the ties, or the level of influence each actor has within the committees, it is not possible to fully determine their relative importance to specific topics or to the Coast Guard itself. Additionally, it is not possible to say if this is an improved method of approaching the situation without additional data on how the Coast Guard currently

approaches its relationship with Congress. What this does tell us is that SNA is one method among many that can be used to determine where communication resources should be expended.

IV. PROGRAM ANALYSIS

Chapter III focused on the stakeholders that the Coast Guard needs to consider when affecting these missions and strategies. This chapter focuses on how the organization measures the success of executing its missions by implementing strategies and requirements through performance measurement or metrics.

A. PERFORMANCE MEASUREMENT

One way to manage the organizational processes designed to meet requirements is to employ the plan-do-check (study)-act (PDCA) cycle.[269] Created by Dr. Walter Shewhart and revised by Dr. W. Edward Deming, the PDCA (see Figure 16) is part of the ISO International Organization for Standardization (ISO) Quality Management System (QMS) ISO 9001.[270] This model operates on the premise that the *plan* is what an organization wants to accomplish (such as through strategic plans). *Do* is the implementation of the plans through activities. *Check* is the organization determining if the plan it implemented was effectively or achieved the desired results (metrics), and *act* is the organization reviewing the output information and taking corrective or preventative action for process improvement. The cycle is iterative.[271]

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[269] Duke Okes, *Performance Metrics: The Levers for Process Management* (Milwaukee, WI: ASQ Quality Press, 2013), 7.

[270] Mark Hammer, "Plan-Do-Check-Act in the ISO 9001 Standard," ISO 9001 Academy, accessed November 5, 2016, http://advisera.com/9001academy/knowledgebase/plan-do-check-act-in-the-iso-9001-standard/.

[271] Okes, *Performance Metrics*, 7.

Figure 16.   Shewhart's PDCA Model[272]
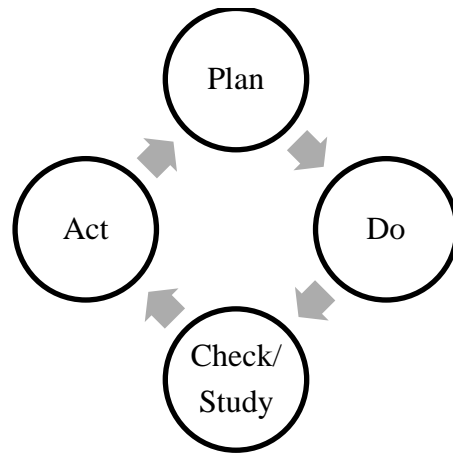
B.   PERFORMANCE MEASUREMENT EVALUATION TOOLS

When reviewing or creating performance metrics, each organization should start with examining its mission or values. "Performance metrics should cascade from the top of the organization down through each level. Just as strategic objectives turn into department objectives and then into process objectives and finally into individual objectives, performance metrics should also flow down."[273] Figure 17 shows an organizational strategy process for implementing the organization's vision through evaluation and improvement.[274]

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[272] Adapted from: Okes, *Performance Metrics*, 8.

[273] Ibid., 30.

[274] Ibid., 24.

Figure 17.   Organizational Strategy Development and Implementation[275]
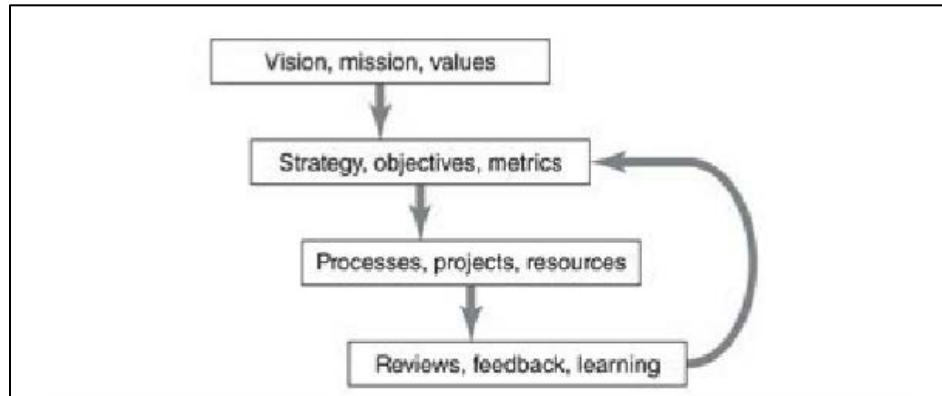
In the *Federal Enterprise Architecture Framework*, Version 2, the federal government has introduced the performance reference model (PRM) (see Figure 18) that is designed to show linkages between strategic vision/objectives down to resources/ activities.[276] *Inputs* for the Coast Guard are what it utilizes to conduct a mission. For example, this could be an asset (such as a helicopter or boat), a piece of technology, human capital, or any of those things from a partner agency.[277] An *output* is a quantitative measure that is the result of conducting a mission, such as how many lives saved or security boarding's conducted.[278] *Outcomes* are the highest level of metrics that are derived from *output*s and directly should connect to strategic objectives showing impact. An example of an *outcome* is the percent of people saved from imminent danger in the maritime environment.

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[275] Source: Okes, *Performance Metrics*, 24.

[276] White House, *Federal Enterprise Architecture Framework*, Version 2 (Washington, DC: White House, 2013), https://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/fea_v2.pdf, 23.

[277] Ibid.

[278] Eugene Bardach, *A Practical Guide for Policy Analysis* (Los Angeles, CA: SAGE Publications, 2012), 152.

Figure 18.   Performance Reference Model[279]
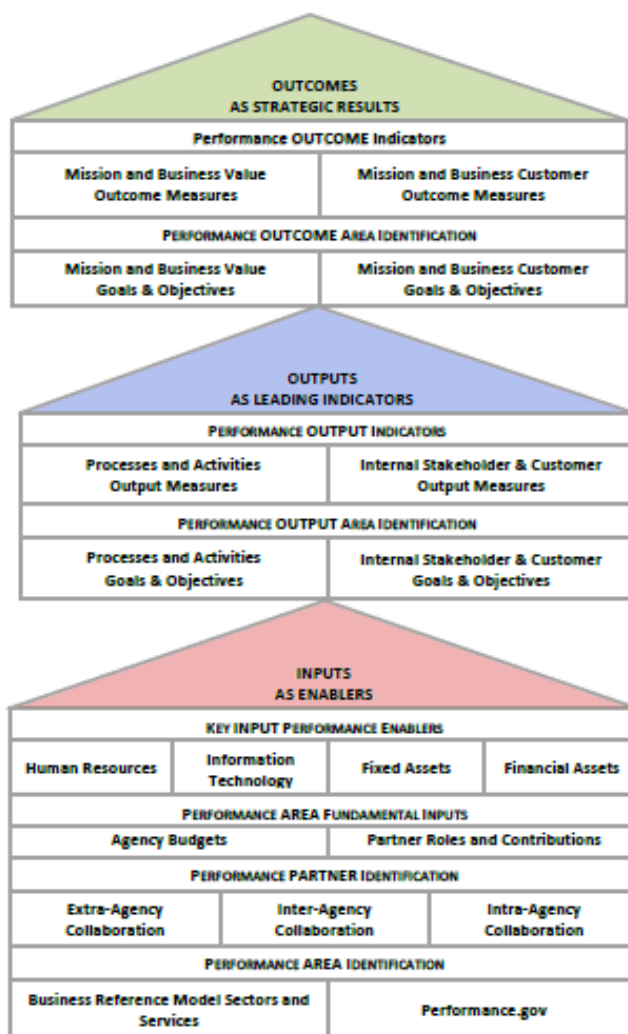
A 2006 GAO report on the Coast Guard's non-homeland security performance measures evaluated the organization's metrics to determine accomplishments with available resources. The criteria the GAO used to evaluate the Coast Guard's performance measures consisted of two characteristics: (1) soundness, and (2) reliability.[280] Soundness is comprised of several factors, such as determining if the metric covers the main activities of the program and if it is clearly stated and described.

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[279] Source: White House, *Federal Enterprise Architecture Framework*, 27.

[280] U.S. Government Accountability Office, *Coast Guard*, 3.

Additionally, soundness evaluates if the metric is objective, measurable, and quantifiable with annual targets. Reliability, the second characteristic, is an evaluation to determine if the data is reliable and if there are controls to ensure the data is timely, complete, accurate, and consistent.[281]

In the book *Performance Metrics*, other criteria to determine the usefulness of a metric is that it "focuses on one or more strategic objectives, is deployed down and across the organization, can predict results, and allows differentiating between business segments."[282] Other factors to consider when deciding to collect data for a metric are if there is enough data available, if that information is reliable, and if it is cost effective to collect the data.[283]

C.   PERFORMANCE MEASURES OF THE COAST GUARD

This section analyzes the Coast Guard's performance measure oversight, mission output, and mission outcomes.

1.   Performance Measure Oversight

The Homeland Security Act of 2002 requires the DHS Office of Inspector General (OIG) to conduct annual reviews of the Coast Guard's mission performance with specific emphasis on non-homeland security missions.[284] This annual report is submitted to the Committee on Governmental Affairs of the Senate; the Committee on Government Reform of the House of Representatives; the Committees on Appropriations of the Senate and the House of Representatives; the Committee on Commerce, Science, and Transportation of the Senate; and the Committee on Transportation and Infrastructure of the House of Representatives.[285] The purpose of the OIG is to "conduct and supervise independent audits, investigations, and inspections of the programs and operations of

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[281] Ibid.

[282] Okes, *Performance Metrics*, 26.

[283] Ibid., 25.

[284] Homeland Security Act of 2002, 6 U.S.C. 468 § 888 (2002).

[285] Homeland Security Act of 2002, 6 U.S.C. § 101 (2002).

DHS, and recommend ways for DHS to carry out its responsibilities in the most effective, efficient, and economical manner possible."[286]

The OIG website provides the ability to search for published reports by agency, oversight areas, and by fiscal year. Additionally, research can be completed specifically on closed investigations, ongoing projects, and management alerts. A search was completed by sorting through components and selecting USCG to locate information on mission performance. A total of 86 reports returned between the dates of May 3, 2016, to the earliest USCG report available on September 1, 2004. Nine OIG reports on Coast Guard mission performance returned for the fiscal year 2003–2013 except years 2004 and 2012. See Table 10 for a listing of located reports.

Table 10.   U.S. Coast Guard Mission Performance Oversight Reports[287]

Date Issued	Report Number	Report Title
09/01/04	OIG-04-43	FY 2003 Mission Performance United States Coast Guard, September 2004
07/17/06	OIG-06-50	Annual Review of Mission Performance, United States Coast Guard (FY 2005)
02/28/08	OIG-08-30	Annual Review of Mission Performance United States Coast Guard
12/17/08	OIG-09-13	Annual Review of the United States Coast Guard's Mission Performance (FY 2007)
11/16/09	OIG-10-17	Annual Review of the United States Coast Guard's Mission Performance
08/03/10	OIG-10-106	Annual Review of the United States Coast Guard's Mission Performance (FY 2009)
09/26/11	OIG-11-111	Annual Review of the United States Coast Guard's Mission Performance (FY 2010)
09/13/12	OIG-12-119	Annual Review of the United States Coast Guard's Mission Performance (FY 2011)
09/05/14	OIG-14-140	Annual Review of the United States Coast Guard's Mission Performance (FY 2013)

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[286] U.S. Department of Homeland Security, Office of Inspector General, "What We Do: Mission," accessed October 15, 2016, https://www.oig.dhs.gov/index.php?option=com_content&view= article&id=94&Itemid=63.

[287] Adapted from: U.S. Department of Homeland Security, Office of Inspector General, "Component: U.S. Coast Guard (USCG)," accessed July 24, 2016, https://www.oig.dhs.gov/index.php?option=com_ content&view=article&id=19&Itemid=48.

2. Performance Measures: Mission Outputs

On an average day, the Coast Guard:[288]

- Conducts 45 search and rescue cases;

- Saves 10 lives;

- Saves over $1.2 million in property;

- Seizes 874 pounds of cocaine and 214 pounds of marijuana

- Conducts 57 waterborne patrols of critical maritime infrastructure;

- Interdicts 17 illegal migrants;

- Escorts 5 high-capacity passenger vessels;

- Conducts 24 security boardings in and around U.S. ports;

- Screens 360 merchant vessels for potential security threats before arrival in U.S. ports;

- Conducts 14 fisheries conservation boardings;

- Services 82 buoys and fixed aids to navigation;

- Investigates 35 pollution incidents;

- Completes 26 safety examinations on foreign vessels;

- Conducts 105 marine inspections;

- Investigates 14 marine casualties involving commercial vessels;

- Facilitates movement of $8.7 billion worth of goods and commodities through the nation's maritime transportation.

The outputs, listed above, are both response and prevention based datasets that attempt to demonstrate the value of the organization's efforts to the nation. Previously only featured in service magazines and websites, these outputs, which tell the story of what the Coast Guard accomplishes on an average day, are now included in the Coast Guard's budget request (2016 and 2017). Although it is not a complete picture of the results that are garnered by conducting missions, it can be incorporated into the overall performance measurement process for the Coast Guard.

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[288] U.S. Coast Guard, *2017 Budget in Brief* (Washington, DC: U.S. Coast Guard, 2016), https://www.uscg.mil/budget/.

3. Performance Measures: Mission Outcomes

The specific measurements the OIG assesses have remained largely unchanged from the inception of the requirement for OIG to conduct mission performance analysis until FY 2008. Table 11 shows the performance measures reported by the Coast Guard on a yearly basis. The OIG does not attest to the validity of the data; rather, it compares the data provided and offers an assessment of the organization's success and areas for improvement.

Table 11.   Coast Guard Mission Performance Metrics (Outcomes)[289]

Performance Metric	Dates Used
Search and Rescue	
Percent of mariners in imminent danger saved	2001–2008
Percent of people saved from imminent danger in the maritime environment	2008–2013
Percent of time rescue assets are on-scene within 2 hours	2006–2013
Marine Safety	
5-yr avg annual fatalities and injuries	2003–2007
5-yr avg commercial mariner deaths and injuries	2008–2013
5-yr avg commercial passenger deaths and injuries	2008–2013
5-yr avg recreational boating deaths and injuries	2008–2013
5-yr avg number of commercial and recreational deaths and injuries	2011–2013
Marine Environmental Protection	
5-yr avg annual oil spills exceeding 100 gallons and chemical discharges per 100 million tons shipped	2001–2007
5-yr avg chemical discharge incidents per 100 million short tons shipped	2008–2013
5-yr avg oil spills >100 gallons per 100 million short tons shipped	2008–2013
Percent of oil removed or otherwise mitigated as compared to the amount of oil released for reported spills of 100 gallons or more.	Determined unsupportable
Aids to Navigation	
5-yr avg collisions, allisions, and groundings	2001–2013

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[289] Data compiled from Office of Inspector General *Annual Review of Mission Performance United States Coast Guard* FY 2005, 2006, 2007, 2008, 2009, 2010, 2011 and 2013.

Performance Metric	Dates Used
percent federal short-range aids to navigation availability	2006–2013
Ice Operations	
Number of days critical waterways are closed due to ice	2001–2013
Living Marine Resources	
Percentage of fishermen complying with federal regulations	2001–2007
Percent of vessels observed complying at-sea with domestic living marine resource regulations.	2008–2013
Illegal Drug Interdiction	
Cocaine seizure	2001–2003
Removal rate for cocaine shipped via non-commercial maritime means	2004–2008
Removal rate for cocaine from non-commercial vessels in maritime transit zones	2009–2013
Migrant Interdiction	
Percentage of migrants interdicted or deterred	2001–2007
Percent of undocumented migrants who attempt to enter the U.S. via maritime routes that are interdicted by USCG and other law enforcement agencies	2008–2013
Percent of undocumented migrants who attempt to enter the U.S. via maritime routes that are interdicted by USCG	2008–2013
Other Law Enforcement	
Number of detected incursions of foreign fishing vessels violating U.S. waters (exclusive economic zone)	2001–20013
Ports, Waterways, and Coastal Security	
Percent reduction in maritime terrorism risk over which USCG has influence	2005–2010
Critical infrastructure required visit rate	2008–2009
Percentage of risk reduction of maritime security risk resulting from USCG efforts to prevent a weapon of mass destruction from entering the U.S. via maritime means	2008–2009
Percentage of risk reduction of maritime security risk resulting from USCG efforts to prevent a terrorist entering the U.S. via maritime means	2008–2009
Number of transportation worker identification credential (TWIC) spot checks	2008–2009
Risk reduction due to consequence management	2008–2009
High capacity passenger vessel required escort rate	2008–2009
Percent reduction of all maritime security risk subject to USCG influence	2011–2013

Performance Metric	Dates Used
Percent reduction of maritime security risk resulting from USCG consequence management	2011–2013
Percent reduction of maritime security risk resulting from USCG efforts to prevent a terrorist entering the U.S. via maritime means	2011–2013
Percent reduction of maritime security risk resulting from USCG efforts to prevent a weapon of mass destruction from entering the U.S. via maritime means	2011–2013
Annual maritime transportation security act facility compliance rate with TWIC (percent of maritime facilities in compliance with security regulations)	2011–2013
Security compliance rate for high risk maritime facilities	2011–2013
Defense Readiness	
Percent time USCG assets included in combatant commander operational plans are ready at a SORTS readiness reporting system rating of 2 or better	2001–2009
Defense readiness of patrol boats	2008–2009
Defense readiness of port security units	2008–2009
Defense readiness assessment of all USCG high-endurance cutters, patrol boats, and port security units	2010–2013

D.   PERFORMANCE MEASURES ANALYSIS BY MISSION

This section provides additional descriptions for each of the Coast Guard's 11 statutory missions and performance metrics on multiple aspects of each mission that are reviewed yearly by OIG. Additionally, analysis for how the Coast Guard could improve the performance metrics reviewed is included.

1.   Search and Rescue

Search and rescue (SAR) is "demand-driven" and the need for Coast Guard assistance "increases or decreases relative to the number of people at sea"[290] or during catastrophic events, such as Hurricane Katrina during which the Coast Guard saved over

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[290] Office of Inspector General, *Annual Review (FY2010)*, 13.

33,500 lives.[291] SAR data metrics changed between FY 2008 and FY 2009 from "percent of mariners in imminent danger saved" to "percent of people saved from imminent danger in the maritime environment" displayed in Table 12 and Table 13. Additionally, the Coast Guard added a new metric "percent of time rescue assets are on-scene within two hours"[292] to the FY 2011 report with information dating back to FY 2006 as displayed in Table 14. The two-hour metric relates to a general SAR mission response posture; units that are required to provide ready response assets should have no more than a two-hour total response time upon initial notification to the Coast Guard.[293]

Table 12.   Search and Rescue Performance Metric 1 (FY 2001–2008)[294]

Mission: Search and Rescue								
Performance Measure: Percent of Mariners in Imminent Danger Saved								
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**	**FY08**
Target	85%	85%	85%	85%	86%	86%	86%	87%
Actual	84.2%	84.4%	87.7%	86.8%	86.1%	85.3%	85.4%	83.6%
Result	Not Met	Not Met	Met	Met	Met	Not Met	Not Met	Not Met

[291] U.S. Coast Guard, "The U.S. Coast Guard and Hurricane Katrina," accessed November 5, 2016, https://www.uscg.mil/history/katrina/katrinaindex.asp.

[292] Office of Inspector General, *Annual Review (FY2011)*, 17.

[293] U.S. Coast Guard, *Addendum to the United States National Search and Rescue (NSS) Supplement to the International Aeronautical and Maritime Search and Rescue Manual (IMSAR)*, COMDTINST M16130.2F (Washington, DC: U.S. Coast Guard, 2013), PPO-7.

[294] Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 12.

Table 13.   Search and Rescue Performance Metric 2 (FY 2008–2013)[295]

Mission: Search and Rescue						
Performance Measure: Percent of People Saved from Imminent Danger in the Maritime Environment						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	76%	76%	76%	100%	100%	100%
Actual	76.8%	77.3%	74.4%	77.3%	77.3%	78.7%
Result	Met	Met	Not Met	Not Met	Not Met	Not Met

Table 14.   Search and Rescue Performance Metric 3 (FY 2008–2013)[296]

Mission: Search and Rescue								
Performance Measure: Percent of time Rescue Assets are On-Scene within 2 hours								
	FY06	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	UKN	UKN	UKN	UKN	UKN	100%	100%	100%
Actual	93.7%	94.3%	93.3%	94.0%	93.3%	91.1%	93.0%	93.5%
Result	Met	Met	Met	Met	Met	Not Met	Not Met	Not Met

Coast Guard and OIG reports show that SAR data performance metrics and final disposition of a case are affected by numerous uncontrollable variables, such as severity of the incident, the lifesaving equipment mariners and the Coast Guard has onboard,[297] weather conditions, water temperature, and the distance to the reported position of distress from rescue resources.[298] The OIG states, "there is no single factor to explain the fluctuations occurring on an aggregate level"[299] but that the Coast Guard would continue to analyze the data.

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[295] Adapted from: Office of Inspector General, *Annual Review (FY2010)*, 14; Office of Inspector General, *Annual Review (FY2013)*, 18.

[296] Adapted from: Office of Inspector General, *Annual Review (FY2011)*, 17; Office of Inspector General, *Annual Review (FY2013)*, 18.

[297] Office of Inspector General, *Annual Review (FY2011)*, 16.

[298] Office of Inspector General, *Annual Review (FY2013)*, 18.

[299] Ibid.

Resource hours used for SAR decreased in FY 2002 and FY 2003, possibly due to an increase in homeland security missions.[300] Moreover, increase in hours and possibly exceeding the target percentage of lives saved in FY 2005 can be attributed to the organization's response to Hurricane Katrina in New Orleans, Louisiana.[301] An increase in mission performance for FY 2008 was expected due to "installation of improved direction finder technologies on more aircraft and Digital Selective Calling capability onboard additional cutters and small boat[s];"[302] however, it actually decreased. Though there was an increase in actual SAR resource hours for that period, a decline in cases during FY 2008 is attributed to "economic downturn and may be a result of fewer mariners on the water, including those who would otherwise be available to assist in search and rescue efforts."[303]

2.   Marine Safety

Marine safety metrics measure the success of the mission by determining how "safe, efficient, and environmentally sound waterways"[304] are for commercial and recreational use. The researcher compiled data of aggregated five year averages of deaths and injuries of professional mariners, passengers, and recreational boaters on U.S. waterways. Recreational boating figures were not included in the total until FY 2007, as shown in Table 15. From FY 2008 to present, the metric is separated into three different categories as per Tables 16–18. Table 19 shows a combined figure for all fatalities and injuries for FY 2012 and FY 2013.

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[300] Office of Inspector General, *Annual Review (FY2006)*, 13.

[301] Office of Inspector General, *Annual Review (FY2009)*, 20.

[302] Office of Inspector General, *Annual Review (FY2007)*, 15.

[303] Office of Inspector General, *Annual Review (FY2008)*, 13.

[304] Office of Inspector General, *Annual Review (FY2005)*, 20.

Table 15.   Marine Safety Metric 1 (FY 2001–FY 2007)[305]

	Mission: Marine Safety						
Performance Measure: 5-Yr Avg Annual Fatalities and Injuries							
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**
Target	N/A	N/A	1543	1513	1317	1280	4549
Actual	1651	1332	1307	1293	1311	1400	4770
Result	N/A	N/A	Met	Met	Met	Not Met	Not Met

Table 16.   Marine Safety Metric 2 (FY 2008–FY 2013)[306]

	Mission: Marine Safety					
Performance Measure: 5-Yr Avg Commercial Mariner Deaths and Injuries						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	<501	<529	<520	<475	UKN	<453
Actual	496	498	474	431	426	418
Result	Met	Met	Met	Met	Met	Met

Table 17.   Marine Safety Metric 3 (FY 2008–FY 2013)[307]

	Mission: Marine Safety					
Performance Measure: 5-Yr Avg Commercial Passenger Deaths and Injuries						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	,225	<251	<248	<223	UKN	<254
Actual	252	238	250	232	256	282
Result	Not Met	Met	Not Met	Not Met	Not Met	Not Met

[305] Adapted from: Office of Inspector General, *Annual Review (FY2005)*, 20.

[306] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 19; Office of Inspector General, *Annual Review (FY2011)*, 13; Office of Inspector General, *Annual Review (FY2013)*, 14.

[307] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 20; Office of Inspector General, *Annual Review (FY2011)*, 13; Office of Inspector General, *Annual Review (FY2013)*, 14.

Table 18.   Marine Safety Metric 4 (FY 2008–FY 2013)[308]

Mission: Marine Safety						
Performance Measure: 5-Yr Avg Recreational Boating Deaths and Injuries						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	<4252	<4248	<4184	<4115	UKN	<3880
Actual	4147	4150	4091	3904	3791	3693
Result	Met	Met	Met	Met	Met	Met

Table 19.   Marine Safety Metric 5 (FY 2011–FY 2013)[309]

Mission: Marine Safety		
Performance Measure: 5-Yr Avg Number of Commercial and Recreational Deaths and Injuries		
	FY11	**FY12**	**FY13**
Target	<4813	UKN	<4546
Actual	4567	4473	4241
Result	Met	Met	Met

The marine safety mission resources are primarily individuals or teams conducting domestic vessel inspections and port state control (foreign vessel) examinations as preventative measures to reduce fatalities and injury.[310] Generally, the numbers of fatalities have decreased over time except for commercial passengers. The Coast Guard attributed this to the "growth in the cruise line industry and changing regulations."[311] In 2007, the Coast Guard undertook efforts to reduce recreational boating deaths and injuries by forging partnerships with state and local governments to increase the use of personal flotation devices (lifejackets).[312]

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[308] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 20; Office of Inspector General, *Annual Review (FY2011)*, 13; Office of Inspector General, *Annual Review (FY2013)*, 15.

[309] Adapted from: Office of Inspector General, *Annual Review (FY2011)*, 14; Office of Inspector General, *Annual Review (FY2013)*, 15.

[310] Ibid., 13.

[311] Ibid., 13–14.

[312] Office of Inspector General, *Annual Review (FY2007)*, 19.

There are several metrics reported with the Coast Guard as the only receiver of the information, and several entities contribute to the success or failure of reaching the target. Unfortunately, the connotation of not meeting the goal can be construed as a failure of the organization in other people's eyes (such as congressional nodes). For example, the marine safety mission measures five-year averages for commercial mariner, commercial passenger, and recreational boating deaths and injuries. From FY 2008 to FY 2013, the target was achieved for commercial passenger deaths only once. This metric is influenced by the Coast Guard enforcing safety standards on these vessels; however, the success for reducing death and injury is dependent on the commercial vessel crew and owners implementing the safety standards.

3.   Marine Environmental Protection

According to the OIG annual review of FY 2013,

> Federal regulation requires vessel or facility operators to report the discharge of any hazardous substance that equals or exceeds reportable quantities, and requires the reporting of any discharge of oil or oil products that cause a sheen, discoloration, sludge, or emulsion on or below the surface of any navigable waterway of the United States.[313]

The Coast Guard responds to reports and provides oversight while the responsible party deploys appropriate measures for cleanup. Incidents such as chemical discharge and oil spills over 100 gallons are tracked as an indicator of trends in marine environmental protection (MEP) efforts.[314] Tables 20–22 show metrics for chemical and oil spill incidents over 100 gallons from FY 2001 to FY 2013.

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[313] Office of Inspector General, *Annual Review (FY2013)*, 16.

[314] Ibid.

Table 20. Marine Environmental Protection Metric 1 (FY 2001–FY 2007)[315]

Mission: Marine Environmental Protection						
Performance Measure: 5-Yr Avg Annual Oil Spills Exceeding 100 Gallons and Chemical Discharges per 100M Tons Shipped						
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**
Target	47	45	43	41	20	19 or less	19 or less
Actual	40.3	35.1	29.4	22.1	18.5	16.3	15.0
Result	Met	Met	Met	Met	Met	Met	Met

Table 21. Marine Environmental Protection Metric 2 (FY 2008–FY 2013)[316]

Mission: Marine Safety						
Performance Measure: 5-Yr Avg Chemical Discharge Incidents Per 100 Million Short Tons Shipped						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	<26.6	<25.9	<22.8	<22.0	UKN	<16
Actual	19.8	18.7	18.1	15.0	14.2	14.6
Result	Met	Met	Met	Met	Met	Met

Table 22. Marine Environmental Protection Metric 3 (FY 2008–FY 2013)[317]

Mission: Marine Safety						
Performance Measure: 5-Yr Avg Oil Spills >100 Gallons Per 100 Million Short Tons Shipped						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	<13.5	<13.5	<12.1	<11.6	UKN	<11.4
Actual	13.2	12.3	11.5	10.2	10.5	10.0
Result	Met	Met	Met	Met	Met	Met

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[315] Adapted from: Office of Inspector General, *Annual Review (FY2007)*, 14.

[316] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 21; Office of Inspector General, *Annual Review (FY2011)*, 15; Office of Inspector General, *Annual Review (FY2013)*, 6.

[317] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 22; Office of Inspector General, *Annual Review (FY2011)*, 15; Office of Inspector General, *Annual Review (FY2013)*, 17.

Metrics for MEP efforts show that on average, chemical discharge incidents and oil spills exceeding 100 gallons have been decreasing continuously since FY 2001.[318] In FY 2008 and FY 2009, the Coast Guard attempted to report the "percentage of oil removed or otherwise mitigated as compared to the amount of oil released for reported spills of 100 gallons or more;"[319] however, it "determined that the measure is unsupportable."[320] OIG reported that the Coast Guard determined the measure could not be adequately evaluated because effectiveness was too subjective and that it did not have a "mechanism for recording the results of oil spill clean-ups."[321] There remains a void in providing a metric for the effectiveness of MEP oil-spill cleanup efforts.

Resource hours for MEP efforts are on average 3,600 hours per year except FY 2010. Almost 30,000 hours were required due to the Deepwater Horizon oil spill that happened on the Gulf Coast.[322]

4.   Aids to Navigation

The USCG is responsible for establishing, maintaining, and ensuring continuous operation of the U.S. visual aids to navigation (ATON) system, which promotes safety on the waterways.[323] This system consists of over 49,000 buoys and beacons to assist mariners in navigating waterways and avoiding obstructions and hazards.[324] This success of these efforts is measured in collecting data that mariners are required by law to report whenever a vessel collides with another moving object, allides with a stationary object, or transits into an area where the vessel has accidental contact with the seabed,[325] as noted in Table 23. Another metric for understanding the health of the vessel traffic system is the percent of the time an aid is available, such as working properly or in the expected

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[318] Office of Inspector General, *Annual Review (FY2011)*, 15; Office of Inspector General, *Annual Review (FY2013)*, 17.

[319] Office of Inspector General, *Annual Review (FY2009)*, 20.

[320] Ibid.

[321] Ibid.

[322] Office of Inspector General, *Annual Review (FY2009)*, 20.

[323] Office of Inspector General, *Annual Review (FY2013)*, 19.

[324] Ibid.

[325] Office of Inspector General, *Annual Review (FY2009)*, 13.

position.[326] These figures were collected and reported by the Coast Guard since FY 2006 and shown in Table 24.

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[326] Office of Inspector General, *Annual Review (FY2009)*, 16.

Table 23.   Aids to Navigation Metric 1 (FY 2001–FY 2013)[327]

Mission: Aids to Navigation												
Performance Measure: 5-Yr Avg Collisions, Allisions, and Groundings												
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	2261	2098	2010	1923	<1831	<1748	<1664	<1756	<1871	<1858	<1963	UKN	<2012
Actual	2215	2098	2000	1876	1877	1765	1823	1857	1878	1878	1945	1932	1868
Result	Met	Met	Met	Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Met	Met	Met

327 Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 13; Office of Inspector General, *Annual Review (FY2009)*, 15; Office of Inspector General, *Annual Review (FY2011)*, 18; Office of Inspector General, *Annual Review (FY2013)*, 20.

Table 24.   Aids to Navigation Metric 2 (FY 2006–FY 2013)[328]

Mission: Aids to Navigation								
Performance Measure: Percent Federal Short-Range Aids to Navigation Availability								
	FY06	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%
Actual	96.8%	98.0%	98.3%	98.0%	98.5%	98.5%	98.3%	98.2%
Result	Not Met	Met	Met	Met	Met	Met	Met	Met

Though resource hours have steadily decreased for the ATON mission, aid availability has remained consistent at around 98 percent.[329] The up and down trends in collisions, allusion, and groundings over the years can be attributed to a variety of reasons. They range from a steady increase in vessel traffic transiting U.S. waterways, weather, distance of bridges from the water relative to the size of vessels, the experience of the mariner, and other undetermined factors.[330] In FY 2008, the Coast Guard expanded its "requirements for vessels to carry Automatic Identification Systems and Electronic Chart Systems."[331] Increased regulations on mariners and also advancements in technology could be contributing factors to the positive trends since FY 2010.[332]

5.   Ice Operations

The ice operations metric tracks how many days a critical waterway closes due to ice. Ice breaking keeps waterways open for commerce as well as to prevent flooding.[333]

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[328] Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 14; Office of Inspector General, *Annual Review (FY2009)*, 16; Office of Inspector General, *Annual Review (FY2011)*, 18; Office of Inspector General, *Annual Review (FY2013)*, 19.

[329] See Table 24. Aids to Navigation Metric 2 (FY2006–FY2013).

[330] Office of Inspector General, *Annual Review (FY2008)*, 14.

[331] Office of Inspector General, *Annual Review (FY2007)*, 16.

[332] Ibid.

[333] U.S. Department of Homeland Security, Office of Inspector General, *Annual Review of the United States Coast Guard's Mission Performance (FY 2003)* (OIG 04-43) (Washington, DC: U.S. Department of Homeland Security, Office of Inspector General, 2004), 8.

Table 25 shows that since FY 2001, the Coast Guard has met its goal of keeping the waterways open 10 out of 13 seasons.

Table 25. Ice Operations Metric 1 (FY 2001–FY 2013)[334]

Mission: Ice Operations													
Performance Measure: Number of Days Critical Waterways are Closed Due to Ice													
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe	2 Avg/ 8 Severe
Actual	7	7	7	4	0	0	0	0	0	6	0	0	1
Result	Met	Not Met	Met	Not Met	Met	Met	Met	Met	Met	Not Met	Met	Met	Met

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[334] Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 16; Office of Inspector General, *Annual Review (FY2011)*, 19; Office of Inspector General, *Annual Review (FY2013)*, 21.

It is not clear if increased resource hours during fiscal years contribute adequately to the Coast Guard meeting its goals of keeping waterways open. Resource hours included operations by icebreakers in the polar regions, though waterway performance metrics are only reported for domestic ice operations.[335] Additionally, the OIG does not consistently report which fiscal years are considered average or heavy for ice accumulation (two days of closure is acceptable for an average season, whereas eight days or less is adequate in a heavy season).[336]

6.   Living Marine Resources

To understand how effective its operations are in protecting U.S. natural resources, the Coast Guard tracks the compliance rate for domestic regulations of fishing vessels boarded at sea.[337] Table 26 shows the actual percentage rates of compliance from FY 2001 to FY 2013. Performance metrics for living marine resources (LMR) are listed with slightly different wordings over the years; however, the metric itself remains the same.

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[335] Office of Inspector General, *Annual Review (FY2005)*, 15.

[336] Office of Inspector General, *Annual Review (FY2005)*, 16.

[337] Office of Inspector General, *Annual Review (FY2003)*, 8.

Table 26.   Living Marine Resources Metric 1 (FY 2001–FY 2013)[338]

	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Mission: Living Marine Resources													
Performance Measure: Percent of vessels observed complying at-sea with domestic Living Marine Resource regulations													
Target	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	96%	96%	96%
Actual	98.6%	97.3%	97.1%	96.3%	96.4%	96.6%	96.2%	95.3%	96.8%	97.2%	97.4%	98.3%	98.1%
Result	Met	Met	Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Met	Met	Met

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338 Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 15; Office of Inspector General, *Annual Review (FY2011)*, 11; Office of Inspector General, *Annual Review (FY2013)*, 12.

At sea compliance rates for fisheries fell from FY 2004 through FY 2010. An increase in violations during this period can be attributed primarily to increased agency partnerships as well as improvements in technology.[339] This enhanced maritime domain awareness, with a steady growth in resource hours dedicated to the mission, led to a change of trajectory in FY 2009. Since then, compliance rates have increased back to targeted percentages and beyond possibly due to "economic disincentives to fish, the significance of penalties, and the perception of increased enforcement."[340]

7. Illegal Drug Interdiction

From 2001 to 2003, the USCG measured the success of stopping the flow of illegal drugs to the United States via maritime means by measuring the percentage of cocaine seized,[341] as shown in Table 27. In 2004, the Coast Guard changed the metric to reflect the removal rate based on "annual production and consumption-based" estimates of the total flow of cocaine from the *Interagency Assessment of Cocaine Movement (IACM)[342]* from South America,[343] as shown in Table 28. Performance measurement changed again in 2009 when the Coast Guard moved to use the Consolidated Counterdrug Database (CCDB), a quarterly event-based dataset,[344] as displayed in Table 29 with contributions from DHS, DEA, DOD, and Office of National Drug Control Policy (ONDCP).[345]

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[339] Office of Inspector General, *Annual Review (FY2008)*, 17.

[340] Office of Inspector General, *Annual Review (FY2009)*, 15.

[341] Office of Inspector General, *Annual Review (FY2003)*, 7.

[342] Office of Inspector General, *Annual Review (FY2009)*, 28.

[343] Executive Office of the President of the Unites States, *National Drug Strategy 2011* (Washington, DC: Executive Office of the President of the Unites States, 2011), https://www.whitehouse.gov/sites/default/files/ondcp/ndcs2011.pdf, 85.

[344] Office of Inspector General, *Annual Review (FY2009)*, 28.

[345] Executive Office of the President of the Unites States, *National Drug Strategy 2011*, 85.

Table 27.　　Illegal Drug Interdiction Metric 1 (FY 2001–FY 2003)[346]

Mission: Illegal Drug Interdiction			
Performance Measure: Cocaine Seizure			
	FY01	**FY02**	**FY03**
Target	15.0%	18.7%	20.7%
Actual	11.7%	10.6%	16.3%
Result	Not Met	Not Met	Not Met

Table 28.　　Illegal Drug Interdiction Metric 2 (FY 2004–FY 2008)[347]

Mission: Illegal Drug Interdiction					
Performance Measure: Removal Rate for Cocaine Shipped Via Non-Commercial Maritime Means					
	FY04	**FY05**	**FY06**	**FY07**	**FY08**
Target	15.0%	19.0%	22.0%	26.0%	28.0%
Actual	30.7%	27.3%	26.0%	32.6%	32.4%
Result	Met	Met	Met	Met	Met

Table 29.　　Illegal Drug Interdiction Metric 3 (FY 2009–FY 2013)[348]

Mission: Illegal Drug Interdiction					
Performance Measure: Removal Rate for Cocaine Shipped Via Non-Commercial Maritime Means					
	FY09	**FY10**	**FY11**	**FY12**	**FY13**
Target	15.7%	18.5%	15.5%	UKN	14.1%
Actual	15.0%	13.5%	11.6%	13.4%	15.3%
Result	Not Met	Not Met	Not Met	Not Met	Met

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[346] Adapted from: Office of Inspector General, *Annual Review (FY2005)*, 24.

[347] Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 28.

[348] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 25; Office of Inspector General, *Annual Review (FY2011)*, 25; Office of Inspector General, *Annual Review (FY2013)*, 27.

Resource hours from the Coast Guard dedicated to stopping the flow of illegal drugs to the shores of the United States have somewhat fluctuated over the years but still fall well below baseline levels. In 2013, resource hours were still 34 percent below pre-9/11 statistics.[349] Analyzing how effective the Coast Guard is at reducing the flow of illegal drugs cannot adequately be measured based on the statistics provided. The Coast Guard met its own targets six out of 13 years; however, the target percentages themselves vary over the years and performance measurements have changed three times during that period. More importantly, just because the Coast Guard can meet a target set based off of a figure that is estimated by intelligence and other sources does not mean that said target is an effective goal for the United States maritime region as a whole.

8. Migrant Interdiction

Table 30 shows the percentage of illegal migrants who were either interdicted at sea or who were deterred from taking to the sea en route the United States.[350] In 2008, the Coast Guard changed the datasets to only account for migrants who took to the sea and were removed from their vessels either by the Coast Guard (shown in Table 31) or by a combination of the Coast Guard and other law enforcement agencies to include other nations (Table 32).

Table 30.   Migrant Interdiction Metric 1 (FY 2001–FY 2007)[351]

Mission: Migrant Interdiction							
Performance Measure: Percentage of Migrants Interdicted or Deterred							
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**
Target	87.0%	87.0%	87.0%	87.0%	88.0%	89.0%	91.0%
Actual	82.5%	88.3%	85.3%	87.1%	85.5%	89.1%	93.7%
Result	Not Met	Met	Not Met	Met	Not Met	Met	Met

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349 Ibid., 26.

350 Office of Inspector General, *Annual Review (FY2003)*, 7

351 Adapted from: Office of Inspector General, *Annual Review (FY2007)*, 22.

Table 31.   Migrant Interdiction Metric 2 (FY 2008–FY 2013)[352]

Mission: Migrant Interdiction						
Performance Measure: Percent of Undocumented Migrants who Attempt to Enter the U.S. Via Maritime Routes that are Interdicted by USCG and Other Law Enforcement Agencies						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	65.0%	69.9%	73.9%	73.9%	UKN	73.3%
Actual	62.7%	84.4%	64.5%	72.8%	73.0%	68.9%
Result	Not Met	Met	Not Met	Met	Not Met	Not Met

Table 32.   Migrant Interdiction Metric 3 (FY 2008–FY 2013)[353]

Mission: Migrant Interdiction						
Performance Measure: Percent of Undocumented Migrants who Attempt to Enter the U.S. Via Maritime Routes that are Interdicted by USCG						
	FY08	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	UKN	UKN	UKN	43.0%	UKN	44.8%
Actual	46.9%	37.5%	44.7%	51.7%	52.8%	27.6%
Result	Not Met	Not Met	Met	Met	Met	Not Met

Resource hours allocated to interdicting undocumented migrants at sea trying to enter the United States have varied over the years, but on average since FY 2003, the hours have been double the amount of the pre-9/11 baseline. The Coast Guard adjusted performance measure targets in 2008 to more accurately reflect the Coast Guard's actual contribution to interdicting migrants at sea. This goal is also further elevated to include the success rate of partners working with and beside the Coast Guard conducting the same mission.[354] Success rates have varied widely primarily due to increases and decreases in traffic; improved technologies/capabilities, such as biometrics to identify individuals in the maritime environment and Coast Guard vessels with improved speed

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[352] Adopted from: Office of Inspector General, *Annual Review (FY2009)*, 27; Office of Inspector General, *Annual Review (FY2011)*, 26; Office of Inspector General, *Annual Review (FY2013)*, 28.

[353] Adopted from: Office of Inspector General, *Annual Review (FY2011)*, 27; Office of Inspector General, *Annual Review (FY2013)*, 29.

[354] Office of Inspector General, *Annual Review (FY2013)*, 27.

and distance; improved technologies/capabilities deployed by smugglers; economic drivers; and partner countries increasing their interdiction participation.[355]

9. Other Law Enforcement

Though the Coast Guard changed the exact wording on the other law enforcement metric in FY 2010, the metric has been calculated the same way by the Coast Guard FY 2001 through FY 2013.[356] Table 33 shows the data for this entire period.

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[355] Ibid., 29.

[356] Office of Inspector General, *Annual Review (FY2009)*, 29.

Table 33.   Other Law Enforcement Metric 1 (FY 2001–FY 2013)[357]

Mission: Other Law Enforcement												
Performance Measure: Number of Detected Incursions of Foreign Fishing Vessels Violating U.S. Waters (Exclusive Economic Zone)												
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Target	<202	<202	<202	<202	<200	<199	<199	<195	<195	<180	<180	UKN	<140
Actual	212	250	152	247	171	164	119	81	112	82	122	160	189
Result	Not Met	Not Met	Met	Not Met	Met	Met	Met	Met	Met	Met	Met	Not Met	Not Met

357 Adopted from: Office of Inspector General, *Annual Review (FY2009)*, 34; Office of Inspector General, *Annual Review (FY2009)*, 29; Office of Inspector General, *Annual Review (FY2011)*, 29; Office of Inspector General, *Annual Review (FY2013)*, 32.

The other law enforcement mission has the second lowest average number of resources hours dedicated to it, behind MEP. Increased hours do not necessarily correlate to an increase in a number of detections. As an example, FY 2013 had a 21 percent decrease in resource hours from FY 2012 but increased detections by 18 percent. This measure does not take into account the amount of actual incursions that occur, as this is an unknown number, making the Coast Guard statistic not reflective of the success of the other law enforcement mission to deter illegal foreign vessels fishing in U.S. waters.[358] What it does provide is one data point in the overall success of the entire U.S. government's efforts to discourage these actions by other countries, and the ability of the Coast Guard to provide law enforcement measures to actual sightings.[359]

10.   Ports, Waterways, and Coastal Security

Table 34 shows the different metrics reported by the Coast Guard for ports, waterways, and coastal security (PWCS) activities from FY 2005 to FY 2013. Metrics fluctuated in what and how measurements were captured resulting in 13 different performance measures over this period.

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[358] Ibid., 31.

[359] Ibid.

Table 34.　Ports, Waterway, and Coastal Security Metric 1 (FY 2005–FY 2013)[360]

Mission: Ports, Waterways, and Coastal Security											
Performance Measure	**Title**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Percent reduction in maritime terrorism risk over which USCG has influence	Target	Est.	14%	15%	15%	21%	19%	N/A	N/A	N/A
	Actual	3.40%	17%	15%	20%	31%	28%			
	Result	N/A	Met	Met	Met	Met	Met			
Critical infrastructure required visit rate	Target	N/A	N/A	N/A	100%	100%	N/A	N/A	N/A	N/A
	Actual				69%	74%				
	Result				Not Met	Not Met				
Percentage of risk reduction of maritime security risk resulting from USCG efforts to prevent a weapon of mass destruction from entering the U.S. via maritime means	Target	N/A	N/A	N/A	4%	3%	N/A	N/A	N/A	N/A
	Actual				12%	17%				
	Result				Met	Met				
Percentage of risk reduction of maritime security risk resulting from USCG efforts to prevent a terrorist entering the U.S. via maritime means	Target	N/A	N/A	N/A	21%	21%	N/A	N/A	N/A	N/A
	Actual				29%	42%				
	Result				Met	Met				
Number of transportation worker identification credential (TWIC) spot checks	Target	N/A	N/A	N/A	30000	94500	N/A	N/A	N/A	N/A
	Actual				0	39150				
	Result				Not Met	Not Met				

360 Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 22–27; Office of Inspector General, *Annual Review (FY2009)*, 22–27; Office of Inspector General, *Annual Review (FY2009)*, 23–24; Office of Inspector General, *Annual Review (FY2011)*, 21–24; Office of Inspector General, *Annual Review (FY2013)*, 23–26.

Mission: Ports, Waterways, and Coastal Security										
Performance Measure	**Title**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Risk reduction due to consequence management	Target	N/A	N/A	N/A	6%	6%	N/A	N/A	N/A	N/A
	Actual				5%	9%				
	Result				Not Met	Met				
High capacity passenger vessel required escort rate	Target	N/A	N/A	N/A	100%	100%	N/A	N/A	N/A	N/A
	Actual				58%	53%				
	Result				Not Met	Not Met				
Percent reduction of all maritime security risk subject to USCG influence	Target	N/A	N/A	N/A	N/A	N/A	N/A	44%	UKN	36%
	Actual							44%	36%	36%
	Result							Met	Not Met	Met
Percent reduction of maritime security risk resulting from USCG consequence management	Target	N/A	N/A	N/A	N/A	N/A	N/A	3%	UKN	4%
	Actual							4%	2%	4%
	Result							Met	Not Met	Met
Percent reduction of maritime security risk resulting from USCG Efforts to prevent a terrorist entering the United States via maritime means	Target	N/A	N/A	N/A	N/A	N/A	N/A	52%		34%
	Actual							43%	34%	34%
	Result							Not Met	Not Met	Met
Percent reduction of maritime security risk resulting from USCG efforts to prevent a weapon of mass	Target	N/A	N/A	N/A	N/A	N/A	N/A	29%	UKN	24%
	Actual							28%	24%	24%

Mission: Ports, Waterways, and Coastal Security											
Performance Measure	**Title**	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
destruction from entering the U.S. via maritime means	Result							Not Met	Not Met	Met
Annual maritime transportation security act facility compliance rate with TWIC regulations	Target	N/A	N/A	N/A	N/A	N/A	UKN	85%	UKN	99%
	Actual						100%	99%	99%	99.9%
	Result						Met	Met	Met	Met
Security compliance rate for high risk maritime facilities	Target	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	100%
	Actual							99.9%	98.7%	99.3%
	Result							Not Met	Not Met	Not Met

Average resource hours of PWCS account for the single highest allocation for any of the Coast Guard's missions.[361] The rapid surge happened immediately after 9/11 and peaked in FY 2004 with a 1,224 percent increase from the baseline in FY 2000.[362] Though hours have steadily decreased since that time, as of FY 2013, they remain the highest concentration of effort for the Coast Guard.[363]

Performance measures for PWCS have been collected since FY 2005; however, it is difficult to discern a trend or if the Coast Guard's efforts have been effective. It is not clear if the methodology used has been consistent or if the targets are meaningful. Performance measures underwent a transformation in FY 2008 and again in FY 2011. Many of the measures themselves are not reflective of the Coast Guard's individual efforts but rather compliance from other organizations or model and simulation.[364]

11.   Defense Readiness

The metric that is used to determine if the Coast Guard can adequately perform the defense readiness mission is depicted as the readiness of the deep-water and deployable fleet.[365] From FY 2001 to FY 2009, the Coast Guard set a target of 100 percent asset readiness for its largest cutters to support the U.S. Navy combatant commanders. That statistic is communicated to the Navy through the status of resources and training system (SORTS), shown in Table 35. In FY 2008, the Coast Guard started reporting the readiness status of patrol boats and port security units. In FY 2010, all these units combine into one metric for a readiness determination as displayed in Table 36.

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361 Ibid., 7.

362 Office of Inspector General, *Annual Review (FY2005)*, 28.

363 Office of Inspector General, *Annual Review (FY2013)*, 22.

364 Office of Inspector General, *Annual Review (FY2007)*, 9.

365 Office of Inspector General, *Annual Review (FY2003)*, 7.

Table 35.   Defense Readiness Metric 1 (FY 2001–FY 2009)[366]

Mission: Defense Readiness									
Performance Measure: Percent Time USCG Assets Included in Combatant Commander Operational Plans are Ready at a SORTS Readiness Reporting System Rating of 2 or Better									
	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%
Actual	67%	70%	78%	76%	69%	62%	51%	56%	44%
Result	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met

Table 36.   Defense Readiness Metric 2 (FY 2010–FY 2013)[367]

Mission: Ports, Waterways, and Coastal Security							
Performance Measure	Title	FY08	FY09	FY10	FY11	FY12	FY13
Defense Readiness of Patrol Boats	Target	100%	100%	N/A	N/A	N/A	N/A
	Actual	95%	94%				
	Result	Not Met	Not Met				
Defense Readiness of Port Security Units	Target	100%	100%	N/A	N/A	N/A	N/A
	Actual	24.45%	19.8%				
	Result	Not Met	Not Met				
Performance Measure: Defense Readiness Assessment of all U.S. Coast Guard High-Endurance Cutters, Patrol Boats, and Port Security Units	Target	N/A	N/A	35.9%	38.1%	UKN	35.9%
	Actual			24.1%	25.1%	27.2%	24.2%
	Result			Not Met	Not Met	Not Met	Not Met

Defense readiness percentage targets have never been achieved since the inception of the reported performance measurements. From FY 2001 to FY 2009, the target was 100 percent. However, the average readiness for the cutter fleet was 64 percent. Readiness has steadily decreased with the inclusion of port security units (PSU), patrol boats, and the declining state of the organization's cutter fleet. Major acquisition

[366] Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 32; Office of Inspector General, *Annual Review (FY2009)*, 32.

[367] Adapted from: Office of Inspector General, *Annual Review (FY2009)*, 31; Office of Inspector General, *Annual Review (FY2009)*, 28; Office of Inspector General, *Annual Review (FY2011)*, 28; Office of Inspector General, *Annual Review (FY2013)*, 30.

programs, such as the national security cutter, are currently attempting to address the replacement of the aging assets; however, "low-performance results are primarily attributable to personnel and training shortfalls between deployments for […] reserve forces"[368] of the PSUs.[369] The larger aspect of this metric and the inability for the Coast Guard to meet its targets for defense readiness is that given the current state of the organization's capabilities, a target of 100 percent is not sound. When the Coast Guard establishes its goals, it should consider the practicality of reaching a target. It is likely that the organization's identity plays a role in continuously striving for perfection.

E.   SUMMARY

In summary, even before 9/11 the Coast Guard has not provided a complete depiction of its performance, capabilities, and how resources are employed—complicating the organization making its case as a valuable resource that should be invested into by congressional stakeholders. Many of the performance measures studied in this analysis were created before recent strategy documents, such as the United States Coast Guard *Commandant's Strategic Intent 2015–2019*.[370] If the Coast Guard could accurately depict how the input (resource allocation), output (metrics), and outcomes (direct connection to strategic objectives) support the strategic direction of the department and the government, it may be more effective in presenting proper resource management, leading to success in the budgetary process.

Below are specific recommendations for performance measurement improvement in the Coast Guard:

1.   Recommendation: All performance metrics should connect to overarching strategic objectives, and all strategic objectives evaluated for measurement.

2.   Recommendation: Inputs, such as resource hours, should be clearly identified so that cost-benefit and cost-effectiveness evaluations can be conducted.

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[368] Office of Inspector General, *Annual Review (FY2009)*, 32.

[369] Ibid.

[370] U.S. Coast Guard, *Commandant's Strategic Intent 2015–2019*.

3. <u>Recommendation</u>: All performance measures should be evaluated on a regular basis to determine if they are sound, reliable, and if it is cost effective to collect the data.

4. <u>Recommendation</u>: The Coast Guard should adjust performance metrics to measure effects solely within the organization's circle of influence.

5. <u>Recommendation</u>: The Coast Guard should show how specific actions by the organization contribute to a measure in collaboration with other components. Ideally, the Department of Homeland Security would mandate performance measures and collect data from all components that contribute to a specific metric. Instead, the department rolls up the individual component performance measures and groups like metrics together into a combined report named the *U.S. Department of Homeland Security Summary of Performance and Financial Information*.

6. <u>Recommendation</u>: All metrics should be clearly defined, noted which staff has ownership, and reviewed on a regular basis. An example of how information can be captured is a metrics worksheet as described in Table 37.

7. <u>Recommendation</u>: All metrics should be clearly displayed and regularly updated for stakeholders to view on a regular basis.

Table 37.   Metrics Worksheet[371]

Term	Definition
Metric	Title of item being measured
Owner	Person responsible for metric
Stakeholder	Individuals/groups with an interest in the process
Operational definition	Information the metric is intended to capture
Formula	Numerator and denominator
Normalization	Adjustments to allow equal comparisons
Precision	Number of decimal places
Data Source	Where the data came from
Frequency to gather	How often the data are gathered to create the metric
Target	The desired level of performance
Baseline	Historical level to which the new metric will be compared
Benchmark (and source)	Best-practice results for the metric
Frequency to report	How often the metric will be reported
Security	Any constraints on access to the information
Next review date	When the metric will be assessed for usefulness

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[371] Adapted from: Okes, *Performance Metrics*, 39.

V.   SOCIALLY CONSTRUCTED REALITY OF THE COAST GUARD

The previous chapter was an analysis of how the Coast Guard determines operational attainment in implementing strategies and requirements. The success or areas for improvement that are identified are determined by performance measurement or metrics. This chapter is an analysis of the Coast Guard's socially constructed reality and how it impacts the organizations ability to implement identified strategies. This analysis includes both the emic (internal perspective) and etic (external) observations.[372]

A.   SOCIAL IDENTITY

Analyzing the culture of an organization is a way to formulate a basic understanding of an individual or group.[373] Culture is the collection of principles, customs, way of thinking, and behaving that belong to a particular group or society.[374] The decision to belong to a group typically is a result of having a common interest or connection to the culture of the organization. The Coast Guard has defined the culture of the organization as having a noble cause different from other military organizations that is steeped heavy in tradition and heritage.[375] Additionally, the official motto Semper Paratus (Always Ready) and the core values of honor, respect, and devotion to duty are ingrained in individuals as a way of life on and off-duty from the moment an individual joins the service.[376]

Identity is how an individual sees her or himself in relation to others and how others view the individual.[377] This often evolves through a process of realizing that an individual belongs to a group, evaluating if that association is positive or negative, and

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[372] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 45.

[373] Ibid. 48.

[374] *Merriam-Webster Dictionary*, s.v., "culture," accessed October 15, 2016, http://www.merriam-webster.com/dictionary/culture.

[375] Phillips and Loy, *Character in Action*, 12.

[376] Ibid.

[377] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 52.

how that individual feels about that association.[378] In other words, individuals gain an understanding of which groups they belong to, and the value they place on that association is where social identity if formed.[379] Individuals who join the Coast Guard are taught through an internally coherent in-group narrative designed to reinforce the group's perceived identity, to place primary emphasis on the group first and themselves second to promote teamwork. It is the process of building loyalty and trust to the organization, thus raising the value of association.[380]

A key assertion from the Coast Guard itself is that its true value to the nation "is not in its ability to perform any single mission, but in its versatile, highly adaptive, multi-mission character."[381] Admiral Thomas H. Collins, the 22nd Commandant of the Coast Guard, contends that the Coast Guard is an organization that has been trusted with the most critical missions throughout history "many that no other agency could or would perform."[382] This is corroborated by examining historical data on the evolution of the service since 1790.[383] The Coast Guard is able to perform at such as high levels with so few people and resources through teamwork with a commitment to excellence wherein every individual is expected to contribute in multiple ways.[384]

The organization has remained flexible as it continuously gained responsibilities over time throughout multiple transfers between departments. One example of how the organization's culture and identity have contributed to its effectiveness is in response Hurricane Katrina, one of the nation's largest natural disasters in recent history. The GAO found

> Of the estimated 60,000 people left stranded by Hurricane Katrina, over 33,500 were saved by the Coast Guard. Precisely identifying why the

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[378] Henri Tajfel, *Differentiation between Social Groups: Studies in the Social Relations of Intergroup Relations* (London: Academic Press, 1978), 28.

[379] McLeod, "Social Identity Theory."

[380] Phillips and Loy, *Character in Action*, 28.

[381] U.S Coast Guard, *Doctrine for the U.S. Coast Guard*, 1.

[382] Collins, "Constancy amid Great Change," 33.

[383] U.S. Coast Guard, "U.S. Coast Guard History."

[384] Phillips and Loy, *Character in Action*, 35.

Coast Guard was able to respond as it did may be difficult, but underpinning these efforts were factors such as the agency's operational principles. These principles promote leadership, accountability, and enable personnel to take responsibility and action, based on relevant authorities and guidance. Another key factor was the agency's reliance on standardized operations and maintenance practices that provided greater flexibility for using personnel and assets from any operational unit for the response.[385]

In *Rescue Warriors*, David Helvarg summarizes the actions of the Coast Guard's response to Hurricane Katrina as saving thousands of lives, reopening critical waterways, restoring oil production, and cleaning up 8.1 million gallons of oil all without any casualty or major accident.[386] *Time Magazine* characterized the Coast Guard as adept in improvising and dubbed it the "little agency that could."[387] Sherriff Jack Stephens of the St. Bernard Parish east of New Orleans stated that the Coast Guard was the only federal agency to respond up to a full week after the storm hit and that the organization's processes could be a model for others when coordinating large scale response events.[388]

B. ANALYTICAL MARKERS

Markers are analytical traits or considerations that can be explored to determine the possible relationships between groups in the context of events. This framework can be applied to any organization to obtain a deeper understanding of group dynamics, especially in resource constrained environments.[389] Analytical markers will change over time in response to events and are interrelated.[390] This analysis focuses on the relationship between the Coast Guard and DHS since the creation of the department.

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[385] U.S. Government Accountability Office, *Coast Guard: Observations on the Preparation, Response, and Recovery Missions Related to Hurricane Katrina* (GAO-06-903) (Washington, DC: U.S. Government Accountability Office, 2006), https://www.uscg.mil/history/docs/KatrinaGAO06903.pdf, summary.

[386] David Helvarg, *Rescue Warriors: The U.S. Coast Guard, America's Forgotten Heroes* (New York: St Martin's Press, 2009), 29.

[387] Amanda Ripley, "Hurricane Katrina: How the Coast Guard Gets It Right," *Time Magazine*, October 23, 2005, http://content.time.com/time/magazine/article/0,9171,1122007,00.html.

[388] Ibid.

[389] Tajfel, "Social Categorization," 61–76.

[390] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 67.

1.   Patron-Client Relationship

Patron-client relationship is the "symbolic relationship between groups or individuals in which the client relies on the patron for introductions, status, protection or materials while that patron relies on client to support, serve, and defend the patron."[391] The Coast Guard as an organization has multiple patrons. The Coast Guard is responsible for reporting to the president of the United States (through DHS), congressional committees and sub-committees, the secretary of DHS, the Navy (when directed in times of war), and the American public.[392]

Recent joint public statements released by the secretary of DHS and the Coast Guard on major acquisition projects, such as with the detail design award for the offshore patrol cutter,[393] contract are meant to display a united front. Making connections to department and component strategies, such as the Coast Guard's *Western Hemisphere Strategy*[394] and DHS's southern border and approaches campaign,[395] of which the Coast Guard and U.S. Customs and Border Protection (CBP) are participants, create the appearance of collaboration. This particular joint statement is also an example of tying the project to the president's objectives of having a more robust U.S. Arctic presence "to maintain the open seas necessary for global commerce and scientific research, allow for search and rescue activities, and provide for regional peace and stability."[396] The Coast Guard's September 2016 news release by the Acquisition Directorate only notes that the

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[391] Ibid., 70.

[392] Homeland Security Act of 2002, 6 U.S.C. § 101 (2002).

[393] U.S. Department of Homeland Security, "Statement by Secretary of Homeland Security Jeh C. Johnson and Commandant of the U.S. Coast Guard Admiral Paul F. Zukunft on Detail Design Award for the Offshore Patrol Cutter," September 16, 2016, https://www.dhs.gov/news/2016/09/16/statement-secretary-homeland-security-jeh-c-johnson-and-commandant-coast-guard.

[394] U.S. Coast Guard, *Western Hemisphere Strategy*.

[395] U.S. Department of Homeland Security, *Southern Border and Approaches Campaign* (memorandum) (Washington, DC: U.S. Department of Homeland Security, 2014), https://www.dhs.gov/sites/default/files/publications/14_1120_memo_southern_border_campaign_plan.pdf.

[396] White House, Office of the Press Secretary, "Fact Sheet: President Obama Announces New Investments to Enhance Safety and Security in the Changing Arctic," September 1, 2015, https://www.whitehouse.gov/the-press-office/2015/09/01/fact-sheet-president-obama-announces-new-investments-enhance-safety-and.

Coast Guard selected a company for the project, but it does not mention DHS at all. It was released one day before the joint statement.[397]

A review of other news articles that were also released the same day as the Coast Guard's announcement only associate the project with the Coast Guard. Other articles released after DHS's press release capture statements from the department and elevate comments from Secretary Jeh C. Johnson above that of the Coast Guard commandant. Secretary Johnson was quoted as stating, "the Offshore Patrol Cutter is the most affordable way to meet the Department's mission critical needs"[398] further asserting the status of the department as a patron of the Coast Guard. Additionally, Secretary Johnson recognized the president and Congress for supporting the project and indicated a benefactor role for the department by stating the "decision moves us closer to finalizing the Offshore Patrol Cutter […] as we continue to recapitalize the Coast Guard."

2. Honor/Shame Paradigm

Honor/shame paradigm is the "publicly mediated and acknowledged positive status afforded to groups in relation to their friends and foes, while shame is the negatively charged opposite of honor."[399] Since 9/11 and its transfer from DOT to DHS, the Coast Guard has had to make adjustments that impact its relationships and identity. Helvarg contends, "while the Coast Guard's leadership is delighted at having gone from being a victim of benign neglect in the Department of Transportation to a big fish in the murky pond of DHS, that doesn't necessarily mean this is where they can best serve public interest as a multimission maritime agency."[400]

Lieutenant commander (LCDR) D.C. Baldinelli reflected on the transfer to DHS in a 2002 essay as another organization change among many in the organizations history.

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[397] Acquisition Directorate, "Acquisition Update: Coast Guard Selects Offshore Patrol Cutter Design," September 15, 2016, https://www.uscg.mil/acquisition/newsroom/updates/OPC091516.asp.

[398] Tammy Waitt, "U.S. Coast Guard Design Award for the Offshore Patrol Cutter," American Security Today, September 21, 2016, https://americansecuritytoday.com/us-coast-guard-design-award-offshore-patrol-cutter/.

[399] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 70.

[400] Helvarg, *Rescue Warriors*, 327.

The essay suggests that there may be angst among personnel about the transformation. Baldinelli stated that the move was likely to have a major impact and change the culture of the organization, but that it should be viewed as positive. This reorganization of government would allow the Coast Guard to continue to do what is in the best interest for the country and have an increased level of preparedness.[401] The Commandant of the Coast Guard, ADM Collins, noted in a 2003 communication to the members of the Coast Guard that "the transition into the new department will not be without challenge, but I am confident that you stand ready to accept the challenge with Honor, Respect, and Devotion to Duty."[402]

Congressional support for the Coast Guard's non-homeland security missions and concern that they would be minimized by DHS upon the department's creation were honored by § 888 of the Homeland Security Act of 2002, titled "Preserving Coast Guard Mission Performance."[403] In a ceremony transferring the Coast Guard from DOT to DHS, Transportation Secretary Norman Mineta praised the Coast Guard and labeled it as "one of our nation's finest treasures."[404] Mineta also noted, "as long as you are at sea, you will never be alone. And you will always have a friend to call on if you find yourself in need."[405] The Coast Guard Commandant ADM Collins responded with appreciation, noting that Mineta was "a dynamic and engaged Secretary, who became one of the strongest Coast Guard advocates as a time when such leadership was most needed."[406]

Further honoring the Coast Guard, was Secretary Tom Ridge of DHS, who referred to the organization during the ceremony as "one of this country's most valuable

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[401] D. C. Baldinelli, "The U.S. Coast Guard's Assignment to the Department of Homeland Security: Entering Uncharted Waters or Just a Course Correction?" U.S. Coast Guard, December 9, 2002, https://www.uscg.mil/history/articles/Homeland_Security_Baldinelli.asp.

[402] U.S. Coast Guard, "Department of Homeland Security Transition Update Number Five," ALCOAST 106/03, February 2003, https://www.uscg.mil/auxiliary/publications/alcoast/alcoast-106-03.asp.

[403] Homeland Security Act of 2002, 6 U.S.C. § 468 (2002).

[404] "Coast Guard Joins Homeland Security Department," *CNN*, February 26, 2003, http://www.cnn.com/2003/ALLPOLITICS/02/25/homeland.security/index.html?iref=mpstoryview.

[405] U.S. Coast Guard, "Department of Homeland Security."

[406] Ibid.

assets" and noted that he looked forward to serving as the Secretary.[407] The commandant of the Coast Guard in return stated, "we are proud and honored to join the DHS team under Secretary Ridge's leadership."[408] A more recent example of mutual positive honor challenges between the organizations is that Secretary Johnson's son is an officer trainee for the USCG.[409] Johnson's son was accepted into the College Student Pre-Commissioning Initiative Program, which enlists college students into the Coast Guard. Upon completion of a degree, the student attends Officer Candidate School in preparation for commission as an officer.[410]

3. Limited Good

Limited good is a "limited resource related to the honor or the group, which can be either a physical resource like land or an intangible resource like status."[411] The limited good, as it relates to the Coast Guard and DHS, is budgetary related for the support or non-support for resources. As noted in Appendix B, since becoming part of DHS, the Coast Guard has received more money every year than what was actually requested. Additionally, the Coast Guard requested less every year than what was enacted the previous year. As noted earlier in this analysis, Chair Duncan Hunter of the Subcommittee on Coast Guard and Maritime Transportation, during a hearing on the president's fiscal year 2017 budget request on March 15, 2016, stated,

> For the fifth year in a row, the Coast Guard is seeing funding cuts in the President's budget request sent to Congress. The request would slash the Coast Guard's acquisition budget by 42 percent from the fiscal year 2016 enacted level. The proposed fiscal year 2017 request is roughly a billion dollars short of what is required to sustain the acquisition program of record. The underfunding of Coast Guard programs will continue to

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[407] "Coast Guard Joins Homeland Security Department," *CNN*.

[408] Ibid.

[409] U.S Department of Homeland Security, "Remarks by Secretary Jeh Johnson at the U.S. Coast Guard Academy 135th Commencement," May 19, 2016, https://www.dhs.gov/news/2016/05/19/remarks-secretary-jeh-johnson-us-coast-guard-academy-135th-commencement.

[410] Go Coast Guard, "College Student Pre-commissioning Initiative (Scholarship Program)," accessed November 5, 2016, https://www.gocoastguard.com/active-duty-careers/officer-opportunities/programs/college-student-pre-commissioning-initiative.

[411] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 70.

severely undermine efforts to recapitalize the Service's aging and failing legacy assets, increase acquisition costs for taxpayers, and seriously degrade mission effectiveness.[412]

Hunter further asserted that the administration is expecting that the Coast Guard's acquisition requirements will eventually be funded at a later time by Congress.[413] It is not clear from publicly available data if the requested amounts are driven primarily by the Coast Guard or DHS. Ashley Godwin, a senior defense advisor for the Shipbuilders Council of America, notes that the president is not properly investing in the Coast Guard. She further explains, "it has not been a priority for them, and it looks like it is going to be up to Congress to actually … give the money to the Coast Guard. They're not going to ask for it."[414] James Offutt, president of the Navy League of the United States, testified,

> [T]he administration continues to request an acquisition budget that hovers at or below $1 billion with Congress providing the extra funding. The administration's low budget request for acquisition, construction and improvements, or AC&I, represents the bare minimum funding for the Coast Guard to accomplish its missions.

Further complicating the issue is the Office of Management and Budget's statement that Congress has misplaced priorities regarding acquisitions funding decisions. In a letter to Chair Thad Cochran on July 7, 2015 (in response to the FY 2016 budget), Director Shaun Donovan noted that the committee provided "over $600 million in unrequested funding for a ninth National Security Cutter for the U.S. Coast Guard (USCG), an unnecessary expense."[415] The *New York Times* wrote that the additional funds were directed for construction in the Senator's jurisdiction for a capability the

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[412] *President's Fiscal Year 2017 Budget Request*.

[413] Ibid.

[414] Tadjdeh Yasmin, "Coast Guard Acquisitions Called 'Unaffordable,'" *National Defense Magazine*, August 2015, http://www.nationaldefensemagazine.org/archive/2015/August/pages/CoastGuard AcquisitionsCalledUnaffordable.aspx.

[415] Letter from Shaun Donovan to Thad Cochran, July 7, 2015, https://www.documentcloud.org/documents/2649578-OMB-LETTER-to-COCHRAN-Re-NSC-Senate-Homeland.html.

Coast Guard stated it did not need.[416] When pressured on March 3, 2016 by members of the House Appropriations Homeland Security subcommittee about the specifics of the president's budget, ADM Zukunft noted that tradeoffs were required to afford the new heavy icebreaker acquisition. Marcario explains, "Rep. David Price, D-N.C., said Obama's budget request is lower than what the subcommittee would like to see and they will work on addressing it through legislation."[417]

4.   Challenge/Response Cycle

The challenge/response cycle relates to "the mode of interaction between competing groups in resource scarce environments."[418] Providing leverage to DHS, the Coast Guard's FY 2016 budget request was $69 million short in funding the OPC project. This was to provide DHS the ability to determine if the Coast Guard's program was estimated on time and on budget and reward accordingly.[419] Members of the House Appropriations Committee expressed concerns for the arrangement and challenged the department's likelihood of transferring the funds.[420] In response, the commandant did not criticize the funding strategy but did note that additional appropriations to fully fund the project were an option.[421] In written testimony to the House Committee on Transportation and Infrastructure, Subcommittee on Coast Guard and Maritime

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[416] Eric Lipton and Liz Moyer, "Hospitality and Gambling Interests Delay Closing of Billion-Dollar Tax Loophole," *New York Times*, December 20, 2015, http://www.nytimes.com/2015/12/21/us/politics/hospitality-and-gambling-interests-delay-closing-of-dollar1-billion-tax-loophole.html?smid=pl-share&_r=1&mtrref=undefined.

[417] John C. Marcario, "Coast Guard Budget Request Lower Than Lawmakers Would Like," *SeaPower*, March 3, 2016, http://seapowermagazine.org/stories/20160303-uscg.html.

[418] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 70.

[419] Megan Eckstein, "Commandant Zukunft: Coast Guard's Offshore Patrol Cutter Underfunded by $69M," *USNI News*, March 24, 2015, https://news.usni.org/2015/03/24/commandant-zukunft-coast-guards-offshore-patrol-cutter-underfunded-by-69m.

[420] Ibid.

[421] Ibid.

Transportation, ADM Zukunft states, "that you will not find a better return on investment than the United States Coast Guard."[422]

Furthermore, other agencies within DHS that could be seen as competition for a return on investment are CBP's air and marine divisions. The two federal agencies that are responsible for maritime security are the USCG and CBP.

The Coast Guard's website explains, "The Coast Guard is the designated lead agency for maritime drug interdiction under the National Drug Control Strategy and the co-lead agency for air interdiction operations with CBP."[423] In addition, the USCG is responsible for migrant interdiction operations at sea and for the security of the ports and waterways of the United States.[424] The Maritime Transportation Security Act of 2002 designated Coast Guard captains of the port as federal maritime security coordinators, making the organization the lead agency for directing maritime security planning and operations for all U.S. ports and waterways.[425]

CBP is one of DHS's largest components responsible for detecting, apprehending, and/or keeping terrorists and their weapons out of the country.[426] Due to the similarity in missions and resources, the Coast Guard and CBP have been compared often and reviewed by DHS and Congress for ways to reduce cost by combining programs. A DHS Inspector General report from 2015 concerning securing the maritime border, states,

> Likewise, we have observed that, despite similar responsibilities and challenges, DHS components are not always willing to work together to realize economies of scale, which hinders the Department's overall cost-effectiveness and efficiency. For example, in 2013, we reported that CBP

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[422] U.S. Department of Homeland Security, "Written Testimony of USCG Commandant Admiral Paul Zukunft for a House Committee on Transportation and Infrastructure, Subcommittee on Coast Guard and Maritime Transportation Hearing Titled 'President's Fiscal Year 2016 Budget Request for Coast Guard and Maritime Transportation Programs,'" press release, February 25, 2015, https://www.dhs.gov/news/2015/02/25/written-testimony-uscg-commandant-house-transportation-and-infrastructure.

[423] U.S. Coast Guard, "Missions: Maritime Security," September 5, 2014, https://www.uscg.mil/top/missions/MaritimeSecurity.asp.

[424] Ibid.

[425] Ibid.

[426] U.S. Customs and Border Protection, "Along U.S. Borders," last modified September 18, 2015, https://www.cbp.gov/border-security/along-us-borders.

was unwilling to coordinate with the Coast Guard to upgrade its H-60 helicopters, even though both components were converting the same helicopters. In March 2010, DHS' Acquisition Review Board directed the Coast Guard to collaborate with CBP and present a joint review on possible helicopter program synergies. The Coast Guard hosted CBP officials at its Aviation Logistics Center, but according to Coast Guard and CBP officials, a senior CBP executive canceled any reciprocal visits by Coast Guard officials and instructed CBP staff not to have any further contact with Coast Guard H-60 personnel. Without CBP's cooperation, the Coast Guard could not complete the joint review, and neither the Office of 7 Program Accountability and Risk Management nor the Acquisition Review Board followed up.[427]

A 2012 GAO report recommended that the

Secretary of DHS provide guidance that clarifies the roles and responsibilities of USCG and CBP in their homeland security mission, as well as how asset use should be coordinated, and determine if there are statutory limits on USCG's ability to coordinate assets with other agencies and whether they should be revised.[428]

In another report also from 2012, the GAO recommended that "CBP reassess decisions and document its analyses for its asset mix and placement, and that DHS enhance oversight to ensure effective coordination of OAM and USCG resources."[429]

Currently, the Coast Guard and CBP are coordinating on joint acquisition projects, as required by the DHS Joint Requirements Council (JRC).[430] To that end, they have liaison officers stationed in each other's operations and communication centers, combine forces in two joint task forces to support DHS's *Southern Border and*

[427] *Statement of John Roth Inspector General Department of Homeland Security before The Homeland Security Committee's Subcommittee on Border and Maritime Security Concerning the Maritime Border: The Future of CBP Air and Marine*, July 14, 2015, https://www.oig.dhs.gov/assets/TM/2015/OIGtm_JR_071415.pdf.

[428] U.S. Government Accountability Office, *Border Security: Opportunities to Increase Coordination of Air and Marine Assets* (GAO-05-543) (Washington, DC: U.S. Government Accountability Office, 2005), http://www.gao.gov/products/GAO-05-543.

[429] U.S. Government Accountability Office, *Border Security: Opportunities Exist to Ensure More Effective Use of DHS's Air and Marine Assets* (GAO-12-518) (Washington, DC: U.S. Government Accountability Office, 2012), http://www.gao.gov/assets/590/589797.pdf.

[430] U.S. Department of Homeland Security, *DHS Joint Requirements Council, 101 Brief* [power point] (Washington, DC: U.S. Department of Homeland Security, 2015), https://www.dhs.gov/sites/default/files/publications/Joint%20Requirements%20Council%20Slidedeck%20-%20UoE-JRC%20Webinar%20-%20%20August%206.pdf.

Approaches Campaign Plan,[431] and have coordinated in the creation of a joint operations center in Jacksonville, Florida allowing both agencies to be co-located to increase coordination and collaboration.[432] However, questions still remain on what the appropriate dividing line is for responsibilities between the agencies and how best to manage them. These cooperative arrangements still do not address the overlapping responsibilities and duplicative efforts between USCG and CBP. In an effort to streamline government and reduce duplication of effort in maritime law enforcement responsibilities, DHS should consider restructuring responsibilities between the two agencies.

C.   SUMMARY

The Coast Guard is both an instrumentally and organizationally driven group. Its objective is to save lives, defend the nation's maritime borders, and safeguard maritime interests.[433] The survival of the Coast Guard is also dependent upon its success in mission execution and obtaining financial and political support from patrons. The continuous shifting of patronage lines throughout history due to changes in department and congressional leadership has complicated the Coast Guard's ability to establish long-term relationships. The most recent move to the newly established DHS did not immediately provide grounds for a traditional patron-client relationship. In 2002, a transition planning office (TPO) was established with representatives from agencies expected to transfer to the new department to align functions and create the foundations required to operate.[434] The Coast Guard and other agencies part of that transition initially had more influence than the actual department itself, thus creating an inverse association.

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[431] U.S. Department of Homeland Security, *Southern Border*.

[432] Saphara Harrell, "Coast Guard, Customs and Border Protection Share New Area Headquarters," *The Florida Times-Union*, March 31, 2016, http://jacksonville.com/news/metro/2016-03-30/story/coast-guard-customs-and-border-protection-share-new-area-headquarters.

[433] U.S. Coast Guard, "Missions," accessed October 15, 2016, https://www.uscg.mil/top/missions/.

[434] U.S. Department of Homeland Security, *Brief History of the Department of Homeland Security 2001–2008* (Washington, DC: U.S. Department of Homeland Security), https://www.hsdl.org/?view&did=37027.

As the DHS gained additional control over the allocation of resources through the budgetary process and the most recent re-institution of the JRC,[435] intergroup dynamics have shifted. The department has attempted to create a culture by which all components of DHS act in a cohesive fashion under the "unity of effort" campaign.[436] The reality is that resource allocation will change, and components of DHS will now be in more direct competition. The Coast Guard is in a position where social change to improve the organization's social identity will require social competition.[437] For the Coast Guard to maintain its position as part of the in-group and increase its portion of the limited good, it needs to distinguish itself as the most capable component in the maritime environment in areas of strategy execution, resource allocation, capability development, operational planning, and joint operational control. Additionally, by actively participating in the process to define the lines of responsibility between the components, likely through the challenge/response cycle, the Coast Guard can recategorize itself to maintain its sense of self and self-worth.

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[435] U.S. Department of Homeland Security, *DHS Joint Requirements Council*.

[436] Christian Marrone, "Unity of Effort: One Year Later," *U.S. Department of Homeland Security* [blog], April 22, 2015, https://www.dhs.gov/blog/2015/04/22/unity-effort-one-year-later.

[437] Brannan, Strindberg, and Darken, *A Practitioner's Way Forward*, 62.

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VI.   FINDINGS/CONCLUSION

> If you know the enemy and know yourself, you need not fear the result of
> a hundred battles.
>
> —Sun Tzu

When government officials primarily make decisions based on cost-benefit analysis, the Coast Guard has had difficulty in convincing patronage lines of the benefit of its philanthropic endeavors. Catastrophic events and public pressure throughout history have been pivotal to ensuring the continued existence of the modern-day Coast Guard. However, chance events and pressure from outside entities are not enough to ensure that the Coast Guard received the necessary capabilities to satisfy mission requirements.

This research tells us that examining an organization's principles and strategic vision and then evaluating how it relates to those in its patronage lines is crucial for determining alignment. Identifying what entity has the most impact to the organization sets the foundation for examining success and failure. What we learned by conducting this research was that even though the Coast Guard has been highly regarded for its accomplishments throughout history, that has not translated to overwhelming support for it to obtain capabilities. In fact, the changing patronage lines and characterization of belonging to in-groups without high levels of influence may have negatively impacted the Coast Guard's ability to satisfy mission requirements. Its performance measurements, though reporting impressive outcomes, do not directly translate in all cases to the overarching strategic goals of the organization or the strategic goals of DHS. It is also problematic that the Coast Guard has requirements to fulfill missions that do not directly translate to the overall mission of DHS.

To address the issues identified, the Coast Guard needs to revamp its performance measurement process to align with overarching vision and strategy. This process should include periodic reviews and recalibration as often as necessary to remain aligned. It should further identify who is central to obtaining resources, depending on the specific situation, and put its focus there. Finally, this research can shape how the Coast Guard

communicates to Congress and other central parties. Understanding its social identity and using that knowledge to effect change is essential to positioning the Coast Guard for success in the budgetary process amid evolving priorities.

Each type of analysis conducted in relation to this thesis could be expanded upon to obtain a deeper understanding of the Coast Guard's past as well as making recommendations for its future. A deeper historical analysis of how the organization has changed 9/11 regarding the port security mission and how additional responsibilities have specifically impacted other mission sets would be of interest. Analyzing the Coast Guard's SNA over time to see how it has impacted the organization's social identity could also be explored. Finally, constructing specific recommendations for performance metrics that are sound, reliable, and that trace to a strategic vision are ways to further this research.

APPENDIX A.   USCG RESOURCE HOURS (FY 2005–2013)

Table 38.   USCG Resource Hours (FY 2005–2013)[438]

Mission	FY05 Hours	% of Total Mission Hours	FY06 Hours	% of Total Mission Hours	FY07 Hours	% of Total Mission Hours	FY08 Hours	% of Total Mission Hours	FY09 Hours	% of Total Mission Hours	FY10 Hours	% of Total Mission Hours	FY11 Hours	% of Total Mission Hours	FY12 Hours	% of Total Mission Hours	FY13 Hours	% of Total Mission Hours
Non-Homeland Security Missions																		
Search and Rescue	74,974	9.52%	59,914	7.74%	59,999	7.78%	61,321	8.27%	58,607	8.16%	64,273	9.05%	55,934	8.20%	58,770	8.70%	52,974	9.30%
Marine Safety	40,123	5.09%	68,277	8.82%	49,379	6.41%	45,794	6.16%	52,579	7.32%	58,828	8.29%	64,210	9.40%	63,632	9.40%	57,447	10.10%
Aids-to Navigation	114,469	14.53%	105,566	13.64%	102,088	13.25%	106,638	14.37%	100,904	14.05%	95,268	13.42%	98,819	14.50%	97,960	14.50%	83,697	14.70%
Ice Operations	11,398	1.45%	6,877	0.89%	10,230	1.33%	11,938	1.61%	8,033	1.12%	11,639	1.64%	10,747	1.50%	7,528	1.00%	10,428	1.80%
Marine Environmental Protection	5,199	0.66%	4,509	0.58%	2,628	0.34%	3,441	0.46%	2,949	0.41%	29,039	4.09%	4,682	0.70%	3,091	0.50%	2,298	0.40%
Living Marine Resources	88,712	11.26%	99,850	12.90%	104,293	13.53%	105,769	14.24%	94,178	13.12%	93,470	13.17%	93,616	13.70%	94,379	13.90%	79,004	13.80%
Subtotal	334,875	42.51%	344,993	44.57%	328,617	42.64%	334,901	45.11%	317,250	44.18%	352,517	49.66%	328,008	48.00%	325,360	48.00%	285,848	50.10%
Homeland Security Missions																		
Illegal Drug Interdiction	74,678	9.48%	94,116	12.16%	75,175	9.75%	75,892	10.23%	80,564	11.22%	67,307	9.48%	73,401	10.70%	85,089	12.60%	80,883	14.20%

438 Adapted from: Office of Inspector General, *Annual Review (FY2008)*, 5; Office of Inspector General, *Annual Review (FY2009)*, 5; and Office of Inspector General, *Annual Review (FY2013)*, 5.

Mission	FY05 Hours	% of Total Mission Hours	FY06 Hours	% of Total Mission Hours	FY07 Hours	% of Total Mission Hours	FY08 Hours	% of Total Mission Hours	FY09 Hours	% of Total Mission Hours	FY10 Hours	% of Total Mission Hours	FY11 Hours	% of Total Mission Hours	FY12 Hours	% of Total Mission Hours	FY13 Hours	% of Total Mission Hours
Non-Homeland Security Missions																		
Migrant Interdiction	71,800	9.11%	67,936	8.78%	98,899	12.83%	74,918	10.09%	76,100	10.60%	76,848	10.83%	72,213	10.60%	69,018	10.20%	56,464	9.90%
Other Law Enforcement	5,794	0.74%	5,112	0.66%	9,213	1.20%	8,272	1.11%	6,686	0.93%	8,708	1.23%	12,579	1.80%	12,117	1.80%	9,439	1.70%
Ports, Waterways, Coastal Security	257,411	32.68%	216,595	27.98%	219,662	28.50%	205,715	27.71%	181,264	25.25%	157,427	22.18%	155,969	22.80%	150,699	22.30%	108,015	18.90%
Defense Readiness	43,182	5.48%	45,360	5.85%	39,150	5.08%	42,688	5.75%	56,128	7.82%	47,030	6.62%	41,424	6.10%	34,644	5.10%	29,695	5.20%
Subtotal	452,865	57.49%	429,119	55.43%	442,099	57.36%	407,485	54.89%	400,742	56%	357,320	50%	355,586	52%	351,567	52%	284,496	50%
Total	**787,740**	**100%**	**774,112**	**100%**	**770,716**	**100%**	**742,386**	**100%**	**717,992**	**100%**	**709,837**	**100%**	**683,594**	**100%**	**676,927**	**100%**	**570,344**	**100%**

APPENDIX B.   USCG BUDGET (FY 2005–2013)

Table 39.   USCG Budget FY 2002–FY 2017[439]

FY	Requested	Enacted
2002	UKN	5,179,000
2003	6,174,000	6,196,000
2004	6,789,000	6,994,222
2005	7,471,000	7,558,560
2006	8,146,912	8,268,797
2007	8,422,075	8,554,067
2008	8,775,088	9,319,760
2009	9,346,022	9,975,779
2010	9,955,663	10,747,313
2011	10,078,317	11,156,459
2012	10,338,545	10,569,089
2013	9,966,651	9,972,425
2014	9,793,981	10,321,874
2015	9,796,995	10,290,747
2016	9,963,913	11,112,251
2017	10,321,548	TBD

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[439] Data compiled from U.S. Department of Homeland Security, *Budget in Brief*, FY 2004–2009; U.S. Coast Guard *Posture Statements with Budget in Brief* 2010–2017; and U.S. Coast Guard *2013-2015 Performance Highlights*.

Figure 19. USCG Budget FY 2002–FY 2017[440]

U.S. Coast Guard FY Budget
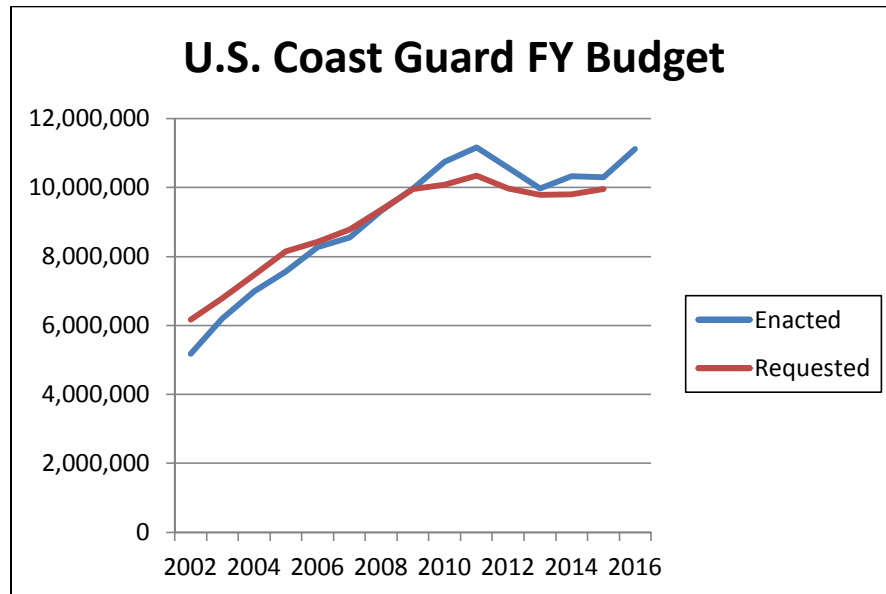
[440] Data compiled from U.S. Department of Homeland Security, *Budget in Brief*, FY 2004–2009; U.S. Coast Guard *Posture Statements with Budget in Brief* 2010–2017; and U.S. Coast Guard *2013-2015 Performance Highlights*.

Table 40.   USCG Budget FY 2015–FY 2017 (Detailed)[441]

Budget Activity	2015		2016		2017	
	Requested	Enacted	Requested	Enacted	Requested	Enacted
Operating Expenses (OE)	6,750,733	6,844,406	6,821,503	6,901,488	6,986,815	TBD
Acquisition, Construction and Improvements (AC&I)	1,084,193	1,230,008	1,017,269	1,945,169	1,136,788	TBD
Environmental Compliance and Restoration (EC&R)	13,214	13,197	13,269	13,221	13,315	TBD
Reserve Training (RT)	109,605	114,576	110,614	110,614	112,302	TBD
Research, Development, Test and Evaluation (RDT&E)	17,947	17,892	18,135	18,019	18,319	TBD
Alteration or Bridges						TBD
Health Care Fund Contribution (HCF)	158,930	176,970	159,306	168,847	160,899	TBD
Sub-total (Discretionary Funding)	8,134,622	839,045	8,140,095	9,157,358	8,428,438	TBD
Retired Pay	1,449,451	1,450,626	1,605,422	1,604,000	1,666,940	TBD
Boat Safety	111,842	112,830	115,776	114,326	116,088	TBD
Maritime Oil Spill Program	101,000	182,266	101,000	107,329	107,868	TBD
Gift Fund	80	1,703	1,621	1,621	2,214	TBD
Sub-total Mandatory Funding)	1,662,373	1,747,425	1,823,819	1,827,276	1,893,110	TBD
OSLTF Contribution	[45,000]	[45,000]	[45,000]	[45,000]	[45,000]	TBD
Overseas Contingency Operations		213,000		160,002		TBD
Rescission of Unobligated Balances		-66,723		-32,385		TBD
Sub-total (Transfers and Supplementals)	0	146,277	0	127,617	0	TBD

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[441] Adapted from: U.S. Coast Guard, *United States Coast Guard budget in Brief 2015-2017.*

133

Budget Activity	2015		2016		2017	
	Requested	Enacted	Requested	Enacted	Requested	Enacted
Total Budget Authority	**9,796,995**	**10,290,747**	**9,963,913**	**11,112,251**	**10,321,548**	TBD

APPENDIX C. USCG FY 2016–2020 FIVE-YEAR CAPITAL INVESTMENT PLAN

Figure 20. USCG FY 2016–2020 Five Year Capital Investment Plan[442]

FY 2016-2020 Five Year Capital Investment Plan (CIP) Acquisition, Construction & Improvements								
(Thousands of dollars, budget year dollars)	FY 2016 Request	FY2017	FY 2018	FY 2019	FY 2020	Total Acquisition Cost	Estimated Completion Date	Total Quantity
Vessels	**$533,900**	**$666,000**	**$944,000**	**$847,000**	**$871,000**			
Survey and Design - Vessel and Boats	$9,000	$1,000	$1,000	$1,000	$1,000	Not Applicable	Not Applicable	Not Applicable
In-Service Vessel Sustainment	$68,000	$94,000	$73,000	$46,000	$50,000	Not Applicable	Not Applicable	Not Applicable
National Security Cutter (NSC)	$91,400	$132,000	$95,000	$30,000	$15,000	$5,559,000	2020	8
Offshore Patrol Cutter (OPC)	$18,500	$100,000	$530,000	$430,000	$430,000	$10,523,000	2034	25
Fast Response Cutter (FRC)	$340,000	$325,000	$240,000	$240,000	$325,000	$3,764,000	2027	58
Cutter Boats	$3,000	$4,000	$3,000	$0	$0	Not Applicable	Not Applicable	Not Applicable
Polar Icebreaker	$4,000	$10,000	$2,000	$100,000	$50,000	TBD	TBD	TBD
Aircraft	**$200,000**	**$206,600**	**$112,000**	**$120,000**	**$122,000**			
HC-144A Conversion/Sustainment	$3,000	$25,500	$0	$0	$0	TBD	TBD	TBD
HC-27J Conversion/Sustainment	$102,000	$130,000	$80,000	$80,000	$90,000	Not Applicable	Not Applicable	14
HH-65 Conversion/Sustainment Projects	$40,000	$35,000	$30,000	$30,000	$22,000	$909,200	2022	102
HC-130J Acquistion/Conversion/Sustainment	$55,000	$9,800	$0	$0	$0	TBD	TBD	TBD
Unmanned Aircraft System (UAS)	$0	$6,300	$2,000	$10,000	$10,000	TBD	TBD	TBD
Other	**$65,100**	**$51,300**	**$49,300**	**$45,800**	**$27,300**			
Program Oversight and Management	$20,000	$20,000	$20,000	$20,000	$20,000	Not Applicable	Not Applicable	Not Applicable
C4ISR	$36,600	$24,300	$24,300	$22,300	$7,300	$1,410,600	2026	Not Applicable
CG-LIMS	$8,500	$7,000	$5,000	$3,500	$0	Not Applicable	Not Applicable	Not Applicable
Shore and ATON	**$101,400**	**$83,800**	**$35,000**	**$75,000**	**$160,000**			
Major Shore, ATON and S&D	$41,900	$55,000	$10,000	$25,000	$90,000	Not Applicable	Not Applicable	Not Applicable
Military Housing	$0	$0	$0	$0	$0	Not Applicable	Not Applicable	Not Applicable
Major Acquisition Systems Infrastructure	$54,500	$23,800	$20,000	$45,000	$65,000	Not Applicable	Not Applicable	Not Applicable
Minor Shore	$5,000	$5,000	$5,000	$5,000	$5,000	Not Applicable	Not Applicable	Not Applicable
Personnel and Management	**$116,657**	**$117,631**	**$115,407**	**$113,161**	**$114,293**			
Direct Personnel Costs	$116,657	$117,631	$115,407	$113,161	$114,293	Not Applicable	Not Applicable	Not Applicable
TOTAL	**$1,017,057**	**$1,125,331**	**$1,255,707**	**$1,200,961**	**$1,294,593**			

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442 Source: U.S. Coast Guard, *FY 2016–2020 Five Year Capital Investment Plan (CIP)* (Washington, DC: U.S. Coast Guard, 2016), https://www.uscg.mil/budget/docs/USCG_Capital%20Investment%20Plan_FY16-20.pdf.

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APPENDIX D. COMMITTEES AND SUBCOMMITTEES OF THE 114TH UNITED STATES CONGRESS

Key:

■ (green) Included in SNA based on communications from the USCG required by law
■ (yellow) Included in SNA based on decisional analysis

Table 41. Committees and Subcommittees of the 114th United States Congress[443]

The House of Representatives	
Committee	**Subcommittees**
House Committee on Agriculture	Subcommittee on Commodity Exchanges, Energy, and Credit
	Subcommittee on Conservation and Forestry
	Subcommittee on Biotechnology, Horticulture and Research
	Subcommittee on Livestock and Foreign Agriculture
	Subcommittee on Nutrition
House Committee on Appropriations	Subcommittee on Agriculture, Rural Development, Food and Drug Administration, and Related Agencies
	Subcommittee on Defense
	Subcommittee on Energy and Water Development, and Related Agencies
	Subcommittee on Financial Services and General Government
	Subcommittee on State, Foreign Operations, and Related Programs
	Subcommittee on Homeland Security
	Subcommittee on Interior and Environment, and Related Agencies
	Subcommittee on Labor, Health and Human Services, Education, and Related Agencies
	Subcommittee on Legislative Branch
	Subcommittee on Military Construction, Veterans Affairs, and Related Agencies
	Subcommittee on Commerce, Justice, Science, and Related Agencies,

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[443] Adapted from: U.S. Senate, "Committees;" U.S. House of Representatives, "Committees."

The House of Representatives	
Committee	**Subcommittees**
	Subcommittee on Transportation, Housing and Urban Development, and Related Agencies
House Committee on Armed Services	Subcommittee on Tactical Air and Land Forces
	Subcommittee on Oversight and Investigations
	Subcommittee on Military Personnel
	Subcommittee on Readiness
	Subcommittee on Seapower and Projection Forces
	Subcommittee on Strategic Forces
	Subcommittee on Emerging Threats and Capabilities
House Select Committee on Benghazi	
House Committee on Budget	
House Committee on Energy and Commerce	Subcommittee on Commerce, Manufacturing and Trade
	Subcommittee on Energy and Power
	Subcommittee on Environment and Economy
	Subcommittee on Health
	Subcommittee on Oversight and Investigations
	Subcommittee on Communications and Technology
House Committee on Education and the Workforce	Subcommittee on Early Childhood, Elementary and Secondary Education
	Subcommittee on Health, Employment, Labor, and Pensions
	Subcommittee on Higher Education and Workforce Training
	Subcommittee on Workforce Protections
House Committee on Ethics	
House Committee on Foreign Affairs	Subcommittee on Africa, Global Health, Global Human Rights, and International Organizations
	Subcommittee on Asia and the Pacific
	Subcommittee on Europe, Eurasia, and Emerging Threats
	Subcommittee on the Middle East and North Africa
	Subcommittee on Terrorism, Nonproliferation, and Trade
	Subcommittee on the Western Hemisphere
House Committee on Financial Services	Subcommittee on Financial Institutions and Consumer Credit
	Subcommittee on Housing and Insurance
	Subcommittee on Capital Markets and Government Sponsored Enterprises
	Subcommittee on Monetary Policy and Trade
	Subcommittee on Oversight and Investigations
House Committee on Oversight and Government Reform	Subcommittee on Government Operations
	Subcommittee on Health Care, Benefits, and Administrative Rules
	Subcommittee on the Interior

138

The House of Representatives	
Committee	**Subcommittees**
	Subcommittee on Information Technology
	Subcommittee on National Security
	Subcommittee on Transportation and Public Assets
House Committee on Homeland Security	Subcommittee on Border and Maritime Security
	Subcommittee on Cybersecurity, Infrastructure Protection, and Security Technologies
	Subcommittee on Emergency Preparedness, Response, and Communications
	Subcommittee on Counterterrorism and Intelligence
	Subcommittee on Oversight and Management Efficiency
	Subcommittee on Transportation Security
House Committee on House Administration	
House Permanent Select Committee on Intelligence	Subcommittee on CIA
	Subcommittee on Department of Defense Intelligence and Overhead Architecture
	Subcommittee on NSA and Cybersecurity
	Subcommittee on Emerging Threats
House Committee on the Judiciary	Subcommittee on the Constitution and Civil Justice
	Subcommittee on Courts, Intellectual Property, and the Internet
	Subcommittee on Crime, Terrorism, Homeland Security, and Investigations
	Subcommittee on Immigration and Border Security
	Subcommittee on Regulatory Reform, Commercial, and Antitrust Law
	House Over-Criminalization Task Force Resolution of 2013
House Committee on Natural Resources	Subcommittee on Energy and Mineral Resources
	Subcommittee on Indian, Insular and Alaska Native Affairs
	Subcommittee on Federal Lands
	Subcommittee on Oversight and Investigations
	Subcommittee on Water, Power and Oceans
House Committee on Rules	Subcommittee on the Legislative and Budget Process
	Subcommittee on Rules and Organization of the House
House Committee on Science, Space, and Technology	Subcommittee on Energy
	Subcommittee on Environment
	Subcommittee on Oversight
	Subcommittee on Research and Technology

The House of Representatives	
Committee	**Subcommittees**
	Subcommittee on Space
House Committee on Small Business	Subcommittee on Agriculture, Energy and Trade
	Subcommittee on Contracting and the Workforce
	Subcommittee on Economic Growth, Tax and Capital Access
	Subcommittee on Health and Technology
	Subcommittee on Investigations, Oversight and Regulations
House Committee on Transportation and Infrastructure	Subcommittee on Aviation
	Subcommittee on Coast Guard and Maritime Transportation
	Subcommittee on Economic Development, Public Buildings and Emergency Management
	Subcommittee on Highways and Transit
	Subcommittee on Railroads, Pipelines, and Hazardous Materials
	Subcommittee on Water Resources and Environment
House Committee on Veterans' Affairs	Subcommittee on Disability Assistance and Memorial Affairs
	Subcommittee on Economic Opportunity
	Subcommittee on Health
	Subcommittee on Oversight and Investigations
House Committee on Ways and Means	Subcommittee on Health
	Subcommittee on Human Resources
	Subcommittee on Oversight
	Subcommittee on Select Revenue Measures
	Subcommittee on Social Security
	Subcommittee on Trade

The Senate	
Committee	**Subcommittees**
Senate Committee on Agriculture, Nutrition, and Forestry	Subcommittee on General Farm Commodities, Risk Management and Trade
	Subcommittee on Conservation, Forestry and Natural Resources
	Subcommittee on Horticulture, Research, Biotechnology, and Foreign Agriculture
	Subcommittee on Livestock, Marketing and Agricultural Security
	Subcommittee on Nutrition, Specialty Crops and Agricultural Research
	Subcommittee on Rural Development and Energy
Senate Special Committee on Aging	

The Senate	
Senate Committee on Appropriations	Subcommittee on Agriculture, Rural Development, Food and Drug Administration and Related Agencies
	Subcommittee on Commerce, Justice, and Science, and Related Agencies
	Subcommittee on Defense
	Subcommittee on Energy and Water Development
	Subcommittee on the Financial Services and General Government
	Subcommittee on State, Foreign Operations, and Related Programs
	Subcommittee on Homeland Security
	Subcommittee on Interior, Environment, and Related Agencies
	Subcommittee on Labor, Health and Human Services, Education, and Related Agencies
	Subcommittee on Legislative Branch
	Subcommittee on Military Construction, Veterans Affairs, and Related Agencies
	Subcommittee on Transportation, Housing and Urban Development, and Related Agencies
Senate Committee on Armed Services	Subcommittee on Airland
	Subcommittee on Personnel
	Subcommittee on Readiness and Management Support
	Subcommittee on Seapower
	Subcommittee on Strategic Forces
	Subcommittee on Emerging Threats and Capabilities
Senate Committee on Banking, Housing, and Urban Affairs	Subcommittee on Economic Policy
	Subcommittee on Financial Institutions and Consumer Protection
	Subcommittee on Housing, Transportation, and Community Development
	Subcommittee on National Security and International Trade and Finance
	Subcommittee on Securities, Insurance, and Investment
Senate Committee on the Budget	
Senate Committee on Commerce, Science, and Transportation	Subcommittee on Aviation Operations, Safety, and Security
	Subcommittee on Communications, Technology, Innovation and the Internet
	Subcommittee on Consumer Protection, Product Safety, Insurance, and Data Security
	Subcommittee on Oceans, Atmosphere, Fisheries, and Coast Guard
	Subcommittee on Space, Science and Competitiveness
	Subcommittee on Tourism, Competitiveness, and Innovation

The Senate	
	Subcommittee on Surface Transportation and Merchant Marine Infrastructure, Safety and Security
Senate Committee on Energy and Natural Resources	Subcommittee on Energy
	Subcommittee on Public Lands, Forests and Mining
	Subcommittee on National Parks
	Subcommittee on Water and Power
Senate Committee on Environment and Public Works	Subcommittee on Clean Air and Nuclear Safety
	Subcommittee on Superfund, Waste Management, and Regulatory Oversight
	Subcommittee on Transportation and Infrastructure
	Subcommittee on Fisheries, Water and Wildlife
Senate Select Committee on Ethics	
Senate Committee on Finance	Subcommittee on Energy, Natural Resources, and Infrastructure
	Subcommittee on Fiscal Responsibility and Economic Growth
	Subcommittee on Health Care
	Subcommittee on Social Security, Pensions, and Family Policy
	Subcommittee on Taxation and IRS Oversight
	Subcommittee on International Trade, Customs, and Global Competitiveness
Senate Committee on Foreign Relations	Subcommittee on State Department and USAID Management, International Operations, and Bilateral International Development
	Subcommittee on Africa and Global Health Policy
	Subcommittee on East Asia, the Pacific and International Cybersecurity Policy
	Subcommittee on Europe and Regional Security Cooperation
	Subcommittee on Multilateral International Development, Multilateral Institutions and International Economic, Energy, and Environmental Policy
	Subcommittee on Near Eastern and South Asia, Central Asia and Counterterrorism
	Subcommittee on Western Hemisphere, Transnational Crime, Civilian Security, Democracy, Human Rights and Global Women's Issues
Senate Committee on Homeland Security & Governmental Affairs	Subcommittee on Financial and Contracting Oversight
	Subcommittee on Federal Spending Oversight and Emergency Management
	Permanent Subcommittee on Investigations
	Subcommittee on Regulatory Affairs and Federal Management
Senate Committee on Health, Education,	Subcommittee on Primary Health and Retirement Security

The Senate	
Labor, and Pensions	Subcommittee on Children and Families
	Subcommittee on Employment and Workplace Safety
Senate Committee on Indian Affairs	
Senate Select Committee on Intelligence	
Senate Committee on the Judiciary	Subcommittee on Antitrust, Competition Policy and Consumer Rights
	Subcommittee on Bankruptcy and the Courts
	Subcommittee on The Constitution
	Subcommittee on Crime and Terrorism
	Subcommittee on Immigration and the National Interest
	Subcommittee on Oversight, Agency Action, Federal Rights and Federal Courts
	Subcommittee on Privacy, Technology and the Law
Senate Committee on Rules and Administration	
Senate Committee on Small Business and Entrepreneurship	
Senate Committee on Veterans' Affairs	

Joint Committees of the U.S. Congress
Joint Economic Committee
Joint Committee on the Library of Congress
Joint Committee on Printing
Joint Committee on Taxation

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APPENDIX E.   USCG SOCIAL NETWORK ANALYSIS NODES AND TARGETS

The house and senate actors in this table are members of congressional committees and sub-committees during the 114th United States Congress.

Table 42.   USCG Social Network Analysis Nodes and Targets[444]

Source	Target
Adam Kinzinger (R-IL)	House Committee on Energy and Commerce
Adam Smith (D-WA)	House Committee on Armed Services
Adam Smith (D-WA)	House Permanent Select Committee on Intelligence
Al Franken (D-MN)	Senate Committee on Energy and Natural Resources
Al Franken (D-MN)	Senate Committee on the Judiciary
Alan Grayson (D-FL)	House Committee on Science, Space, and Technology
Alan Lowenthal (D-CA)	House Committee on Natural Resources
Albio Sires (D-NJ)	House Committee on Transportation and Infrastructure
Alex Mooney (R-WV)	House Committee on Budget
Alex Mooney (R-WV)	House Committee on Natural Resources
Ami B. Bera (D-CA)	House Committee on Science, Space, and Technology
Amy Klobuchar (D-MN)	Senate Committee on Commerce, Science, and Transportation
Amy Klobuchar (D-MN)	Senate Committee on the Judiciary
Ander Crenshaw (R-FL)	House Committee on Appropriations
Andre Carson (D-IN)	House Committee on Transportation and Infrastructure
Andre Carson (D-IN)	House Committee on Armed Services
Andre Carson (D-IN)	House Permanent Select Committee on Intelligence
Andy Harris (R-MD)	House Committee on Appropriations
Angus King (I-ME)	Senate Committee on Armed Services
Angus King (I-ME)	Senate Committee on Energy and Natural Resources
Angus King (I-ME)	Senate Select Committee on Intelligence
Angus King (I-ME)	Senate Committee on the Budget

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[444] Adapted from: Contacting the Congress, "Contacting the Congress," last updated July 20, 2016, http://www.contactingthecongress.org/.

Source	Target
Ann Kirkpatrick (D-AZ)	House Committee on Transportation and Infrastructure
Ann McLane Kuster (D-NH)	House Committee on Veterans' Affairs
Anna G. Eshoo (D-CA)	House Committee on Energy and Commerce
Area Committees (AC)	USCG
Area Maritime Security Committees (AMSC)	USCG
Auma Amata Radewagen (R-AS)	House Committee on Natural Resources
Auma Amata Radewagen (R-AS)	House Committee on Veterans' Affairs
Austin Scott (R-GA)	House Committee on Armed Services
Barbara Boxer (D-CA)	Senate Committee on Environment and Public Works
Barbara Boxer (D-CA)	Senate Committee on Foreign Relations
Barbara Comstock (R-VA)	House Committee on Transportation and Infrastructure
Barbara Comstock (R-VA)	House Committee on Science, Space, and Technology
Barbara Lee (D-CA)	House Committee on Appropriations
Barbara Lee (D-CA)	House Committee on Budget
Barbara Mikulski (D-MD)	Senate Select Committee on Intelligence
Barbara Mikulski (D-MD)	Senate Committee on Appropriations
Barry Loudermilk (R-GA)	House Committee on Homeland Security
Barry Loudermilk (R-GA)	House Committee on Science, Space, and Technology
Ben Ray Lujan (D-NM)	House Committee on Energy and Commerce
Ben Sasse (R-NE)	Senate Committee on Homeland Security & Governmental Affairs
Ben Sasse (R-NE)	Senate Committee on Banking, Housing, and Urban Affairs
Benjamin L. Cardin (D-MD)	Senate Committee on Environment and Public Works
Benjamin L. Cardin (D-MD)	Senate Committee on Finance
Benjamin L. Cardin (D-MD)	Senate Committee on Foreign Relations
Bennie Thompson (D-MS)	House Committee on Homeland Security
Bernie Sanders (I-VT)	Senate Committee on Energy and Natural Resources
Bernie Sanders (I-VT)	Senate Committee on Environment and Public Works
Bernie Sanders (I-VT)	Senate Committee on Veterans' Affairs
Bernie Sanders (I-VT)	Senate Committee on the Budget
Beto O'Rourke (D-TX)	House Committee on Armed Services
Beto O'Rourke (D-TX)	House Committee on Veterans' Affairs

Source	Target
Betty McCollum (D-MN)	House Committee on Appropriations
Bill Cassidy (R-LA)	Senate Committee on Appropriations
Bill Cassidy (R-LA)	Senate Committee on Energy and Natural Resources
Bill Cassidy (R-LA)	Senate Committee on Veterans' Affairs
Bill Flores (R-TX)	House Committee on Energy and Commerce
Bill Foster (D-IL)	House Committee on Science, Space, and Technology
Bill Johnson (R-OH)	House Committee on Energy and Commerce
Bill Johnson (R-OH)	House Committee on Science, Space, and Technology
Bill Nelson (D-FL)	Senate Committee on Armed Services
Bill Nelson (D-FL)	Senate Committee on Finance
Bill Nelson (D-FL)	Senate Committee on Commerce, Science, and Transportation
Bill Pascrell (D-NJ)	House Committee on Budget
Bill Posey (R-FL)	House Committee on Science, Space, and Technology
Bill Shuster (R-PA)	House Committee on Armed Services
Bill Shuster (R-PA)	House Committee on Transportation and Infrastructure
Billy Long (R-MO)	House Committee on Energy and Commerce
Blake Farenthold (R-TX)	House Committee on Transportation and Infrastructure
Blake Farenthold (R-TX)	House Committee on the Judiciary
Blake Frenthold (R-TX)	House Committee on Oversight and Government Reform
Bob Corker (R-TN)	Senate Committee on Banking, Housing, and Urban Affairs
Bob Corker (R-TN)	Senate Committee on Foreign Relations
Bob Corker (R-TN)	Senate Committee on the Budget
Bob Gibbs (R-OH)	House Committee on Transportation and Infrastructure
Bob Goodlatte (R-VA)	House Committee on the Judiciary
Bob Latta (R-OH)	House Committee on Energy and Commerce
Bobby L. Rush (D-IL)	House Committee on Energy and Commerce
Bonnie Watson Coleman (D-NJ)	House Committee on Oversight and Government Reform
Bonnie Watson Coleman (D-NJ)	House Committee on Homeland Security
Brad Ashford (D-NE)	House Committee on Armed Services
Brad Wenstrup (R-OH)	House Committee on Armed Services
Brad Wenstrup (R-OH)	House Permanent Select Committee on Intelligence
Brad Wenstrup (R-OH)	House Committee on Veterans' Affairs

Source	Target
Bradley Byrne (R-AL)	House Committee on Armed Services
Brenda Lawrence (D-MI)	House Committee on Oversight and Government Reform
Brendan F. Boyle (D-PA)	House Committee on Oversight and Government Reform
Brett Guthrie (R-KY)	House Committee on Energy and Commerce
Brian Babin (R-TX)	House Committee on Transportation and Infrastructure
Brian Babin (R-TX)	House Committee on Science, Space, and Technology
Brian Higgins (D-NY)	House Committee on Homeland Security
Brian Schatz (D-HI)	Senate Committee on Appropriations
Brian Schatz (D-HI)	Senate Committee on Commerce, Science, and Transportation
Bruce Westerman (R-AR)	House Committee on Budget
Bruce Westerman (R-AR)	House Committee on Natural Resources
Bruce Westerman (R-AR)	House Committee on Science, Space, and Technology
Buddy Carter (R-GA)	House Committee on Oversight and Government Reform
Buddy Carter (R-GA)	House Committee on Homeland Security
Bureau of Alcohol, Tobacco and Firearms (ATF)	USCG
Bureau of Alcohol, Tobacco and Firearms (ATF)	Secretary of Homeland Security/DHS
Bureau of Alcohol, Tobacco and Firearms (ATF)	Government Accountability Office
Bureau of Alcohol, Tobacco and Firearms (ATF)	Department of Justice (DOJ)
Bureau of Justice Statistics (BJS)	USCG
Bureau of Justice Statistics (BJS)	Secretary of Homeland Security/DHS
Bureau of Justice Statistics (BJS)	Government Accountability Office
Bureau of Justice Statistics (BJS)	Department of Justice (DOJ)
C. A. Dutch Ruppersberger (D-MD)	House Committee on Appropriations
Candice Miller (R-MI)	House Committee on Transportation and Infrastructure
Candice Miller (R-MI)	House Committee on Homeland Security
Carlos Curbelo (R-FL)	House Committee on Transportation and Infrastructure
Carolyn Maloney (D-NY)	House Committee on Oversight and Government Reform
Cathy McMorris Rodgers (R-WA)	House Committee on Energy and Commerce
Cedric Richmond (D-LA)	House Committee on Homeland Security

Source	Target
Cedric Richmond (D-LA)	House Committee on the Judiciary
Central Intelligence Agency (CIA)	USCG
Central Intelligence Agency (CIA)	Secretary of Homeland Security/DHS
Central Intelligence Agency (CIA)	Government Accountability Office
Central Intelligence Agency (CIA)	Director of National Intelligence (DNI)
Chaka Fattah (D-PA)	House Committee on Appropriations
Charles E. (Chuck) Schumer (D-NY)	Senate Committee on Banking, Housing, and Urban Affairs
Charles E. (Chuck) Schumer (D-NY)	Senate Committee on Finance
Charles E. (Chuck) Schumer (D-NY)	Senate Committee on the Judiciary
Charlie Dent (R-PA)	House Committee on Appropriations
Chellie Pingree (D-ME)	House Committee on Appropriations
Cheri Bustos (D-IL)	House Committee on Transportation and Infrastructure
Chris Collins (R-NY)	House Committee on Energy and Commerce
Chris Gibson (R-NY)	House Committee on Armed Services
Chris Murphy (D-CT)	Senate Committee on Appropriations
Chris Murphy (D-CT)	Senate Committee on Foreign Relations
Chris Stewart (R-UT)	House Committee on Appropriations
Chris Stewart (R-UT)	House Permanent Select Committee on Intelligence
Chris Van Hollen, Jr. (D-MD)	House Committee on Budget
Christopher Coons (D-DE)	Senate Committee on Appropriations
Christopher Coons (D-DE)	Senate Committee on Foreign Relations
Christopher Coons (D-DE)	Senate Committee on the Judiciary
Chuck Fleischmann (R-TN)	House Committee on Appropriations
Chuck Grassley (R-IA)	Senate Committee on Finance
Chuck Grassley (R-IA)	Senate Committee on the Budget
Chuck Grassley (R-IA)	Senate Committee on the Judiciary
Claire McCaskill (D-MO)	Senate Committee on Homeland Security & Governmental Affairs
Claire McCaskill (D-MO)	Senate Committee on Commerce, Science, and Transportation
Claire McCaskill (D-MO)	Senate Committee on Armed Services
Corrine Brown (D-FL)	House Committee on Transportation and Infrastructure

Source	Target
Corrine Brown (D-FL)	House Committee on Veterans' Affairs
Cory A. Booker (D-NJ)	Senate Committee on Homeland Security & Governmental Affairs
Cory A. Booker (D-NJ)	Senate Committee on Commerce, Science, and Transportation
Cory A. Booker (D-NJ)	Senate Committee on Environment and Public Works
Cory Gardner (R-CO)	Senate Committee on Commerce, Science, and Transportation
Cory Gardner (R-CO)	Senate Committee on Energy and Natural Resources
Cory Gardner (R-CO)	Senate Committee on Foreign Relations
Crescent Hardy (R-NV)	House Committee on Transportation and Infrastructure
Curt Clawson (R-FL)	House Committee on Homeland Security
Cynthia Lummis (R-WY)	House Committee on Oversight and Government Reform
Cynthia Lummis (R-WY)	House Committee on Natural Resources
Dan Benishek (R-MI)	House Committee on Natural Resources
Dan Benishek (R-MI)	House Committee on Veterans' Affairs
Dan Coats (R-IN)	Senate Committee on Finance
Dan Coats (R-IN)	Senate Select Committee on Intelligence
Dan Kildee (D-MI)	House Committee on Budget
Dan Lipinski (D-IL)	House Committee on Transportation and Infrastructure
Dan Lipinski (D-IL)	House Committee on Science, Space, and Technology
Dan Newhouse (R-WA)	House Committee on Natural Resources
Dan Sullivan (R-AK)	Senate Committee on Commerce, Science, and Transportation
Dan Sullivan (R-AK)	Senate Committee on Armed Services
Dan Sullivan (R-AK)	Senate Committee on Environment and Public Works
Dan Sullivan (R-AK)	Senate Committee on Veterans' Affairs
Daniel Webster (R-FL)	House Committee on Transportation and Infrastructure
Darin M. LaHood (R-IL)	House Committee on Natural Resources
Darin M. LaHood (R-IL)	House Committee on Science, Space, and Technology
Darrell Issa (R-CA)	House Committee on the Judiciary
Dave Joyce (R-OH)	House Committee on Appropriations
Dave Loebsack (D-IA)	House Committee on Armed Services
Dave Loebsack (D-IA)	House Committee on Energy and Commerce
David Brat (R-VA)	House Committee on Budget
David Cicilline (D-RI)	House Committee on the Judiciary

Source	Target
David Jolly (R-FL)	House Committee on Appropriations
David McKinley (R-WV)	House Committee on Energy and Commerce
David Perdue (R-GA)	Senate Committee on Foreign Relations
David Perdue (R-GA)	Senate Committee on the Judiciary
David Perdue (R-GA)	Senate Committee on the Budget
David Price (D-NC)	House Committee on Appropriations
David Rouzer (R-NC)	House Committee on Transportation and Infrastructure
David Trott (R-MI)	House Committee on the Judiciary
David Valadao (R-CA)	House Committee on Appropriations
David Vitter (R-LA)	Senate Committee on Banking, Housing, and Urban Affairs
David Vitter (R-LA)	Senate Committee on Environment and Public Works
David Vitter (R-LA)	Senate Committee on the Judiciary
David Young (R-IA)	House Committee on Appropriations
Dean Heller (R-NV)	Senate Committee on Commerce, Science, and Transportation
Dean Heller (R-NV)	Senate Committee on Banking, Housing, and Urban Affairs
Dean Heller (R-NV)	Senate Committee on Finance
Dean Heller (R-NV)	Senate Committee on Veterans' Affairs
Deb Fischer (R-NE)	Senate Committee on Commerce, Science, and Transportation
Deb Fischer (R-NE)	Senate Committee on Armed Services
Deb Fischer (R-NE)	Senate Committee on Environment and Public Works
Debbie Dingell (D-MI)	House Committee on Natural Resources
Debbie Stabenow (D-MI)	Senate Committee on Energy and Natural Resources
Debbie Stabenow (D-MI)	Senate Committee on Finance
Debbie Stabenow (D-MI)	Senate Committee on the Budget
Debbie Wasserman Schultz (D-FL)	House Committee on Appropriations
Department of Defense (DOD)	USCG
Department of Defense (DOD)	US Navy (USN)
Department of Defense (DOD)	Secretary of Homeland Security/DHS
Department of Defense (DOD)	Government Accountability Office
Department of Defense (DOD)	Director of National Intelligence (DNI)
Department of Justice (DOJ)	USCG
Department of Justice (DOJ)	Secretary of Homeland Security/DHS

151

Source	Target
Department of Justice (DOJ)	Government Accountability Office
Department of Justice (DOJ)	Federal Bureau of Investigation (FBI)
Department of Justice (DOJ)	Drug Enforcement Administration (DEA)
Department of Justice (DOJ)	US Marshals Service (USMS)
Department of Justice (DOJ)	Bureau of Justice Statistics (BJS)
Department of Justice (DOJ)	Bureau of Alcohol, Tobacco and Firearms (ATF)
Department of State (DOS)	USCG
Department of State (DOS)	Secretary of Homeland Security/DHS
Department of State (DOS)	Government Accountability Office
Department of State (DOS)	Director of National Intelligence (DNI)
Derek Kilmer (D-WA)	House Committee on Appropriations
Derek Kilmer (D-WA)	House Committee on Armed Services
Devin Nunes (R-CA)	House Permanent Select Committee on Intelligence
Diana DeGette (D-CO)	House Committee on Energy and Commerce
Diane Black (R-TN)	House Committee on Budget
Dianne Feinstein (D-CA)	Senate Committee on Appropriations
Dianne Feinstein (D-CA)	Senate Committee on the Judiciary
Dianne Feinstein (D-CA)	Senate Select Committee on Intelligence
Dick Durbin (D-IL)	Senate Committee on Appropriations
Dick Durbin (D-IL)	Senate Committee on the Judiciary
Dina Titus (D-NV)	House Committee on Transportation and Infrastructure
Dina Titus (D-NV)	House Committee on Veterans' Affairs
Director of National Intelligence (DNI)	USCG
Director of National Intelligence (DNI)	Central Intelligence Agency (CIA)
Director of National Intelligence (DNI)	Government Accountability Office
Director of National Intelligence (DNI)	Department of State (DOS)
Director of National Intelligence (DNI)	Drug Enforcement Administration (DEA)
Director of National Intelligence (DNI)	Federal Bureau of Investigation (FBI)

Source	Target
Director of National Intelligence (DNI)	National Security Agency (NSA)
Director of National Intelligence (DNI)	US Navy (USN)
Director of National Intelligence (DNI)	Department of Defense (DOD)
Director of National Intelligence (DNI)	Secretary of Homeland Security/DHS
Don Beyer (D-VA)	House Committee on Natural Resources
Don Beyer (D-VA)	House Committee on Science, Space, and Technology
Don Young (R-AK)	House Committee on Transportation and Infrastructure
Don Young (R-AK)	House Committee on Natural Resources
Donald Norcross (D-NJ)	House Committee on Armed Services
Donald Payne, Jr. (D-NJ)	House Committee on Homeland Security
Donna F. Edwards (D-MD)	House Committee on Transportation and Infrastructure
Donna F. Edwards (D-MD)	House Committee on Science, Space, and Technology
Doris Matsui (D-CA)	House Committee on Energy and Commerce
Doug Collins (R-GA)	House Committee on the Judiciary
Doug LaMalfa (R-CA)	House Committee on Natural Resources
Doug Lamborn (R-CO)	House Committee on Armed Services
Doug Lamborn (R-CO)	House Committee on Natural Resources
Doug Lamborn (R-CO)	House Committee on Veterans' Affairs
Drug Enforcement Administration (DEA)	USCG
Drug Enforcement Administration (DEA)	Secretary of Homeland Security/DHS
Drug Enforcement Administration (DEA)	Government Accountability Office
Drug Enforcement Administration (DEA)	Director of National Intelligence (DNI)
Drug Enforcement Administration (DEA)	Department of Justice (DOJ)
Duncan D. Hunter (R-CA)	House Committee on Transportation and Infrastructure
Duncan D. Hunter (R-CA)	House Committee on Armed Services
Earl Blumenauer (D-OR)	House Committee on Budget
Ed Markey (D-MA)	Senate Committee on Commerce, Science, and Transportation

Source	Target
Ed Markey (D-MA)	Senate Committee on Environment and Public Works
Ed Markey (D-MA)	Senate Committee on Foreign Relations
Ed Perlmutter (D-CO)	House Committee on Science, Space, and Technology
Ed Whitfield (R-KY)	House Committee on Energy and Commerce
Eddie Bernice Johnson (D-TX)	House Committee on Transportation and Infrastructure
Eddie Bernice Johnson (D-TX)	House Committee on Science, Space, and Technology
Eleanor Holmes Norton (D-DC)	House Committee on Oversight and Government Reform
Eleanor Holmes Norton (D-DC)	House Committee on Transportation and Infrastructure
Elijah Cummings (D-MD)	House Committee on Oversight and Government Reform
Elijah Cummings (D-MD)	House Committee on Transportation and Infrastructure
Eliot L. Engel (D-NY)	House Committee on Energy and Commerce
Elise Stefanik (R-NY)	House Committee on Armed Services
Elizabeth Esty (D-CT)	House Committee on Transportation and Infrastructure
Elizabeth Esty (D-CT)	House Committee on Science, Space, and Technology
Elizabeth Warren (D-MA)	Senate Committee on Banking, Housing, and Urban Affairs
Elizabeth Warren (D-MA)	Senate Committee on Energy and Natural Resources
Eric Swalwell (D-CA)	House Permanent Select Committee on Intelligence
Eric Swalwell (D-CA)	House Committee on Science, Space, and Technology
Evan Jenkins (R-WV)	House Committee on Appropriations
F. James (Jim) Sensenbrenner, Jr. (R-WI)	House Committee on the Judiciary
Federal Bureau of Investigation (FBI)	USCG
Federal Bureau of Investigation (FBI)	Secretary of Homeland Security/DHS
Federal Bureau of Investigation (FBI)	Government Accountability Office
Federal Bureau of Investigation (FBI)	Department of Justice (DOJ)
Federal Bureau of Investigation (FBI)	Director of National Intelligence (DNI)
Filemon Vela, Jr. (D-TX)	House Committee on Homeland Security
Frank A. LoBiondo (R-NJ)	House Committee on Transportation and Infrastructure
Frank A. LoBiondo (R-NJ)	House Committee on Armed Services

Source	Target
Frank A. LoBiondo (R-NJ)	House Permanent Select Committee on Intelligence
Frank Lucas (R-OK)	House Committee on Science, Space, and Technology
Frank Pallone, Jr. (D-NJ)	House Committee on Energy and Commerce
Fred Upton (R-MI)	House Committee on Energy and Commerce
G. K. Butterfield, Jr. (D-NC)	House Committee on Energy and Commerce
Garret Graves (R-LA)	House Committee on Natural Resources
Gary Palmer (R-AL)	House Committee on Oversight and Government Reform
Gary Palmer (R-AL)	House Committee on Budget
Gary Palmer (R-AL)	House Committee on Science, Space, and Technology
Gary Peters (D-MI)	Senate Committee on Homeland Security & Governmental Affairs
Gary Peters (D-MI)	Senate Committee on Commerce, Science, and Transportation
Gene Green (D-TX)	House Committee on Energy and Commerce
Gerald E. Connolly (D-VA)	House Committee on Oversight and Government Reform
Glenn (GT) Thompson (R-PA)	House Committee on Natural Resources
Glenn Grothman (R-WI)	House Committee on Oversight and Government Reform
Glenn Grothman (R-WI)	House Committee on Budget
Government Accountability Office	USCG
Government Accountability Office	Secretary of Homeland Security/DHS
Government Accountability Office	Director of National Intelligence (DNI)
Government Accountability Office	Central Intelligence Agency (CIA)
Government Accountability Office	National Security Agency (NSA)
Government Accountability Office	Federal Bureau of Investigation (FBI)
Government Accountability Office	Department of Defense (DOD)
Government Accountability Office	US Navy (USN)
Government Accountability Office	Department of State (DOS)
Government Accountability Office	United States Customs and Border Protection (CBP)
Government Accountability Office	United States Immigration and Customs Enforcement (ICE)
Government Accountability Office	Transportation Security Administration (TSA)
Government Accountability Office	Department of Justice (DOJ)
Government Accountability Office	Drug Enforcement Administration (DEA)
Government Accountability Office	US Marshals Service (USMS)
Government Accountability Office	Bureau of Justice Statistics (BJS)

Source	Target
Government Accountability Office	Bureau of Alcohol, Tobacco and Firearms (ATF)
Grace Napolitano (D-CA)	House Committee on Transportation and Infrastructure
Grace Napolitano (D-CA)	House Committee on Natural Resources
Greg Walden (R-OR)	House Committee on Energy and Commerce
Gregg Harper (R-MS)	House Committee on Energy and Commerce
Gregorio Camacho (Kilili) Sablan (D-MP)	House Committee on Natural Resources
Gus M. Bilirakis (R-FL)	House Committee on Energy and Commerce
Gus M. Bilirakis (R-FL)	House Committee on Veterans' Affairs
Gwen Graham (D-FL)	House Committee on Armed Services
Gwen Moore (D-WI)	House Committee on Budget
Hakeem Jeffries (D-NY)	House Committee on Budget
Hakeem Jeffries (D-NY)	House Committee on the Judiciary
Hal Rogers (R-KY)	House Committee on Appropriations
Hank Johnson (D-GA)	House Committee on Armed Services
Hank Johnson (D-GA)	House Committee on the Judiciary
Heidi Heitkamp (D-ND)	Senate Committee on Homeland Security & Governmental Affairs
Heidi Heitkamp (D-ND)	Senate Committee on Banking, Housing, and Urban Affairs
Henry Cuellar (D-TX)	House Committee on Appropriations
House Committee on Appropriations	USCG
House Committee on Appropriations	Hal Rogers (R-KY)
House Committee on Appropriations	Rodney P. Frelinghuysen (R-NJ)
House Committee on Appropriations	Robert B. Aderholt (R-AL)
House Committee on Appropriations	Kay Granger (R-TX)
House Committee on Appropriations	Mike Simpson (R-ID)
House Committee on Appropriations	John Culberson (R-TX)
House Committee on Appropriations	Ander Crenshaw (R-FL)

Source	Target
House Committee on Appropriations	John R. Carter (R-TX)
House Committee on Appropriations	Ken Calvert (R-CA)
House Committee on Appropriations	Tom Cole (R-OK)
House Committee on Appropriations	Mario Diaz-Balart (R-FL)
House Committee on Appropriations	Charlie Dent (R-PA)
House Committee on Appropriations	Tom Graves (R-GA)
House Committee on Appropriations	Kevin Yoder (R-KS)
House Committee on Appropriations	Steve Womack (R-AR)
House Committee on Appropriations	Jeff Fortenberry (R-NE)
House Committee on Appropriations	Thomas J. Rooney (R-FL)
House Committee on Appropriations	Chuck Fleischmann (R-TN)
House Committee on Appropriations	Jaime Herrera Beutler (R-WA)
House Committee on Appropriations	Dave Joyce (R-OH)
House Committee on Appropriations	David Valadao (R-CA)
House Committee on Appropriations	Andy Harris (R-MD)
House Committee on Appropriations	Martha Roby (R-AL)
House Committee on Appropriations	Mark Amodei (R-NV)
House Committee on Appropriations	Chris Stewart (R-UT)
House Committee on Appropriations	Scott Rigell (R-VA)
House Committee on Appropriations	David Jolly (R-FL)

Source	Target
House Committee on Appropriations	David Young (R-IA)
House Committee on Appropriations	Evan Jenkins (R-WV)
House Committee on Appropriations	Steven Palazzo (R-MS)
House Committee on Appropriations	Nita M. Lowey (D-NY)
House Committee on Appropriations	Marcy Kaptur (D-OH)
House Committee on Appropriations	Peter J. Visclosky (D-IN)
House Committee on Appropriations	Jose E. Serrano (D-NY)
House Committee on Appropriations	Rosa L. DeLauro (D-CT)
House Committee on Appropriations	David Price (D-NC)
House Committee on Appropriations	Lucille Roybal-Allard (D-CA)
House Committee on Appropriations	Sam Farr (D-CA)
House Committee on Appropriations	Chaka Fattah (D-PA)
House Committee on Appropriations	Sanford D. Bishop, Jr. (D-GA)
House Committee on Appropriations	Barbara Lee (D-CA)
House Committee on Appropriations	Mike Honda (D-CA)
House Committee on Appropriations	Betty McCollum (D-MN)
House Committee on Appropriations	Steve Israel (D-NY)
House Committee on Appropriations	Tim Ryan (D-OH)
House Committee on Appropriations	C. A. Dutch Ruppersberger (D-MD)
House Committee on Appropriations	Debbie Wasserman Schultz (D-FL)

Source	Target
House Committee on Appropriations	Henry Cuellar (D-TX)
House Committee on Appropriations	Chellie Pingree (D-ME)
House Committee on Appropriations	Mike Quigley (D-IL)
House Committee on Appropriations	Derek Kilmer (D-WA)
House Committee on Armed Services	USCG
House Committee on Armed Services	Mac Thornberry (R-TX)
House Committee on Armed Services	Walter B. Jones, Jr. (R-NC)
House Committee on Armed Services	J. Randy Forbes (R-VA)
House Committee on Armed Services	Jeff Miller (R-FL)
House Committee on Armed Services	Joe Wilson (R-SC)
House Committee on Armed Services	Frank A. LoBiondo (R-NJ)
House Committee on Armed Services	Michael R. Turner (R-OH)
House Committee on Armed Services	John Kline (R-MN)
House Committee on Armed Services	Mike Rogers (R-AL)
House Committee on Armed Services	Trent Franks (R-AZ)
House Committee on Armed Services	Bill Shuster (R-PA)
House Committee on Armed Services	Mike Conaway (R-TX)
House Committee on Armed Services	Doug Lamborn (R-CO)
House Committee on Armed Services	Rob Wittman (R-VA)
House Committee on Armed Services	Duncan D. Hunter (R-CA)

Source	Target
House Committee on Armed Services	John Fleming (R-LA)
House Committee on Armed Services	Mike Coffman (R-CO)
House Committee on Armed Services	Chris Gibson (R-NY)
House Committee on Armed Services	Vicky Hartzler (R-MO)
House Committee on Armed Services	Joe Heck (R-NV)
House Committee on Armed Services	Austin Scott (R-GA)
House Committee on Armed Services	Mo Brooks (R-AL)
House Committee on Armed Services	Richard Nugent (R-FL)
House Committee on Armed Services	Paul Cook (R-CA)
House Committee on Armed Services	Jim Bridenstine (R-OK)
House Committee on Armed Services	Brad Wenstrup (R-OH)
House Committee on Armed Services	Jackie Walorski (R-IN)
House Committee on Armed Services	Bradley Byrne (R-AL)
House Committee on Armed Services	Sam Graves (R-MO)
House Committee on Armed Services	Ryan Zinke (R-MT)
House Committee on Armed Services	Elise Stefanik (R-NY)
House Committee on Armed Services	Martha McSally (R-AZ)
House Committee on Armed Services	Steve Knight (R-CA)
House Committee on Armed Services	Tom MacArthur (R-NJ)
House Committee on Armed Services	Steve Russell (R-OK)

Source	Target
House Committee on Armed Services	Adam Smith (D-WA)
House Committee on Armed Services	Loretta Sanchez (D-CA)
House Committee on Armed Services	Robert A. Brady (D-PA)
House Committee on Armed Services	Susan A. Davis (D-CA)
House Committee on Armed Services	Jim Langevin (D-RI)
House Committee on Armed Services	Rick Larsen (D-WA)
House Committee on Armed Services	Jim Cooper (D-TN)
House Committee on Armed Services	Madeleine Bordallo (D-GU)
House Committee on Armed Services	Joe Courtney (D-CT)
House Committee on Armed Services	Dave Loebsack (D-IA)
House Committee on Armed Services	Niki Tsongas (D-MA)
House Committee on Armed Services	John Garamendi (D-CA)
House Committee on Armed Services	Hank Johnson (D-GA)
House Committee on Armed Services	Jackie Speier (D-CA)
House Committee on Armed Services	Andre Carson (D-IN)
House Committee on Armed Services	Derek Kilmer (D-WA)
House Committee on Armed Services	Joaquin Castro (D-TX)
House Committee on Armed Services	Tammy Duckworth (D-IL)
House Committee on Armed Services	Scott Peters (D-CA)
House Committee on Armed Services	Marc Veasey (D-TX)

Source	Target
House Committee on Armed Services	Tulsi Gabbard (D-HI)
House Committee on Armed Services	Tim Walz (D-MN)
House Committee on Armed Services	Beto O'Rourke (D-TX)
House Committee on Armed Services	Donald Norcross (D-NJ)
House Committee on Armed Services	Gwen Graham (D-FL)
House Committee on Armed Services	Brad Ashford (D-NE)
House Committee on Armed Services	Seth Moulton (D-MA)
House Committee on Armed Services	Pete Aguilar (D-CA)
House Committee on Budget	USCG
House Committee on Budget	Tom Price (R-GA)
House Committee on Budget	Scott Garrett (R-NJ)
House Committee on Budget	Ken Calvert (R-CA)
House Committee on Budget	Tom Cole (R-OK)
House Committee on Budget	Tom McClintock (R-CA)
House Committee on Budget	Diane Black (R-TN)
House Committee on Budget	Todd Rokita (R-IN)
House Committee on Budget	Rob Woodall (R-GA)
House Committee on Budget	Marsha Blackburn (R-TN)
House Committee on Budget	Vicky Hartzler (R-MO)
House Committee on Budget	Tom Price (R-GA)
House Committee on Budget	Marlin Stutzman (R-IN)
House Committee on Budget	Mark Sanford (R-SC)
House Committee on Budget	Steve Womack (R-AR)
House Committee on Budget	Vern Buchanan (R-FL)
House Committee on Budget	David Brat (R-VA)
House Committee on Budget	Rod Blum (R-IA)
House Committee on Budget	Glenn Grothman (R-WI)

Source	Target
House Committee on Budget	John Moolenaar (R-MI)
House Committee on Budget	Alex Mooney (R-WV)
House Committee on Budget	Gary Palmer (R-AL)
House Committee on Budget	Bruce Westerman (R-AR)
House Committee on Budget	Chris Van Hollen, Jr. (D-MD)
House Committee on Budget	John Yarmuth (D-KY)
House Committee on Budget	Bill Pascrell (D-NJ)
House Committee on Budget	Tim Ryan (D-OH)
House Committee on Budget	Gwen Moore (D-WI)
House Committee on Budget	Kathy Castor (D-FL)
House Committee on Budget	Jim McDermott (D-WA)
House Committee on Budget	Barbara Lee (D-CA)
House Committee on Budget	Hakeem Jeffries (D-NY)
House Committee on Budget	Mark Pocan (D-WI)
House Committee on Budget	Michelle Lujan Grisham (D-NM)
House Committee on Budget	Jared Huffman (D-CA)
House Committee on Budget	Tony Cardenas (D-CA)
House Committee on Budget	Earl Blumenauer (D-OR)
House Committee on Budget	Kurt Schrader (D-OR)
House Committee on Budget	Lloyd Doggett (D-TX)
House Committee on Budget	Dan Kildee (D-MI)
House Committee on Energy and Commerce	USCG
House Committee on Energy and Commerce	Fred Upton (R-MI)
House Committee on Energy and Commerce	Joe Barton (R-TX)
House Committee on Energy and Commerce	Ed Whitfield (R-KY)
House Committee on Energy and Commerce	John Shimkus (R-IL)
House Committee on Energy and Commerce	Joe Pitts (R-PA)
House Committee on Energy and Commerce	Greg Walden (R-OR)

Source	Target
House Committee on Energy and Commerce	Tim Murphy (R-PA)
House Committee on Energy and Commerce	Michael C. Burgess (R-TX)
House Committee on Energy and Commerce	Marsha Blackburn (R-TN)
House Committee on Energy and Commerce	Steve Scalise (R-LA)
House Committee on Energy and Commerce	Bob Latta (R-OH)
House Committee on Energy and Commerce	Cathy McMorris Rodgers (R-WA)
House Committee on Energy and Commerce	Gregg Harper (R-MS)
House Committee on Energy and Commerce	Leonard Lance (R-NJ)
House Committee on Energy and Commerce	Brett Guthrie (R-KY)
House Committee on Energy and Commerce	Pete Olson (R-TX)
House Committee on Energy and Commerce	David McKinley (R-WV)
House Committee on Energy and Commerce	Mike Pompeo (R-KS)
House Committee on Energy and Commerce	Adam Kinzinger (R-IL)
House Committee on Energy and Commerce	Morgan Griffith (R-VA)
House Committee on Energy and Commerce	Gus M. Bilirakis (R-FL)
House Committee on Energy and Commerce	Bill Johnson (R-OH)
House Committee on Energy and Commerce	Billy Long (R-MO)
House Committee on Energy and Commerce	Renee L. Ellmers (R-NC)
House Committee on Energy and Commerce	Larry Bucshon (R-IN)
House Committee on Energy and Commerce	Bill Flores (R-TX)

Source	Target
House Committee on Energy and Commerce	Susan W. Brooks (R-IN)
House Committee on Energy and Commerce	Markwayne Mullin (R-OK)
House Committee on Energy and Commerce	Richard Hudson (R-NC)
House Committee on Energy and Commerce	Chris Collins (R-NY)
House Committee on Energy and Commerce	Kevin Cramer (R-ND)
House Committee on Energy and Commerce	Frank Pallone, Jr. (D-NJ)
House Committee on Energy and Commerce	Bobby L. Rush (D-IL)
House Committee on Energy and Commerce	Anna G. Eshoo (D-CA)
House Committee on Energy and Commerce	Eliot L. Engel (D-NY)
House Committee on Energy and Commerce	Gene Green (D-TX)
House Committee on Energy and Commerce	Diana DeGette (D-CO)
House Committee on Energy and Commerce	Lois Capps (D-CA)
House Committee on Energy and Commerce	Mike Doyle (D-PA)
House Committee on Energy and Commerce	Janice Schakowsky (D-IL)
House Committee on Energy and Commerce	G. K. Butterfield, Jr. (D-NC)
House Committee on Energy and Commerce	Doris Matsui (D-CA)
House Committee on Energy and Commerce	Kathy Castor (D-FL)
House Committee on Energy and Commerce	John Sarbanes (D-MD)
House Committee on Energy and Commerce	Jerry McNerney (D-CA)
House Committee on Energy and Commerce	Peter Welch (D-VT)

Source	Target
House Committee on Energy and Commerce	Ben Ray Lujan (D-NM)
House Committee on Energy and Commerce	Paul D. Tonko (D-NY)
House Committee on Energy and Commerce	John Yarmuth (D-KY)
House Committee on Energy and Commerce	Yvette D. Clarke (D-NY)
House Committee on Energy and Commerce	Dave Loebsack (D-IA)
House Committee on Energy and Commerce	Kurt Schrader (D-OR)
House Committee on Energy and Commerce	Joseph P. Kennedy, III (D-MA)
House Committee on Energy and Commerce	Tony Cardenas (D-CA)
House Committee on Homeland Security	USCG
House Committee on Homeland Security	Michael McCaul (R-TX)
House Committee on Homeland Security	Lamar Smith (R-TX)
House Committee on Homeland Security	Pete King (R-NY)
House Committee on Homeland Security	Mike Rogers (R-AL)
House Committee on Homeland Security	Candice Miller (R-MI)
House Committee on Homeland Security	Jeff Duncan (R-SC)
House Committee on Homeland Security	Thomas Marino (R-PA)
House Committee on Homeland Security	Patrick Meehan (R-PA)
House Committee on Homeland Security	Louis J. (Lou) Barletta (R-PA)
House Committee on Homeland Security	Scott Perry (R-PA)
House Committee on Homeland Security	Curt Clawson (R-FL)

Source	Target
House Committee on Homeland Security	John Katko (R-NY)
House Committee on Homeland Security	Will Hurd (R-TX)
House Committee on Homeland Security	Buddy Carter (R-GA)
House Committee on Homeland Security	Mark Walker (R-NC)
House Committee on Homeland Security	Barry Loudermilk (R-GA)
House Committee on Homeland Security	Martha McSally (R-AZ)
House Committee on Homeland Security	John Ratcliffe (R-TX)
House Committee on Homeland Security	Bennie Thompson (D-MS)
House Committee on Homeland Security	Loretta Sanchez (D-CA)
House Committee on Homeland Security	Sheila Jackson Lee (D-TX)
House Committee on Homeland Security	Jim Langevin (D-RI)
House Committee on Homeland Security	Brian Higgins (D-NY)
House Committee on Homeland Security	Cedric Richmond (D-LA)
House Committee on Homeland Security	William Keating (D-MA)
House Committee on Homeland Security	Donald Payne, Jr. (D-NJ)
House Committee on Homeland Security	Filemon Vela, Jr. (D-TX)
House Committee on Homeland Security	Bonnie Watson Coleman (D-NJ)
House Committee on Homeland Security	Kathleen Rice (D-NY)
House Committee on Homeland Security	Norma Torres (D-CA)
House Committee on Natural Resources	USCG

Source	Target
House Committee on Natural Resources	Rob Bishop (R-UT)
House Committee on Natural Resources	Don Young (R-AK)
House Committee on Natural Resources	Louie Gohmert (R-TX)
House Committee on Natural Resources	Doug Lamborn (R-CO)
House Committee on Natural Resources	Rob Wittman (R-VA)
House Committee on Natural Resources	John Fleming (R-LA)
House Committee on Natural Resources	Tom McClintock (R-CA)
House Committee on Natural Resources	Glenn (GT) Thompson (R-PA)
House Committee on Natural Resources	Cynthia Lummis (R-WY)
House Committee on Natural Resources	Dan Benishek (R-MI)
House Committee on Natural Resources	Jeff Duncan (R-SC)
House Committee on Natural Resources	Paul A. Gosar (R-AZ)
House Committee on Natural Resources	Raul Labrador (R-ID)
House Committee on Natural Resources	Doug LaMalfa (R-CA)
House Committee on Natural Resources	Jeff Denham (R-CA)
House Committee on Natural Resources	Paul Cook (R-CA)
House Committee on Natural Resources	Bruce Westerman (R-AR)
House Committee on Natural Resources	Garret Graves (R-LA)
House Committee on Natural Resources	Dan Newhouse (R-WA)
House Committee on Natural Resources	Ryan Zinke (R-MT)

Source	Target
House Committee on Natural Resources	Jody Hice (R-GA)
House Committee on Natural Resources	Auma Amata Radewagen (R-AS)
House Committee on Natural Resources	Tom MacArthur (R-NJ)
House Committee on Natural Resources	Alex Mooney (R-WV)
House Committee on Natural Resources	Tom Emmer (R-MN)
House Committee on Natural Resources	Darin M. LaHood (R-IL)
House Committee on Natural Resources	Raul M. Grijalva (D-AZ)
House Committee on Natural Resources	Grace Napolitano (D-CA)
House Committee on Natural Resources	Madeleine Bordallo (D-GU)
House Committee on Natural Resources	Jim Costa (D-CA)
House Committee on Natural Resources	Gregorio Camacho (Kilili) Sablan (D-MP)
House Committee on Natural Resources	Niki Tsongas (D-MA)
House Committee on Natural Resources	Pedro Pierluisi (D-PR)
House Committee on Natural Resources	Jared Huffman (D-CA)
House Committee on Natural Resources	Raul Ruiz (D-CA)
House Committee on Natural Resources	Alan Lowenthal (D-CA)
House Committee on Natural Resources	Matt Cartwright (D-PA)
House Committee on Natural Resources	Don Beyer (D-VA)
House Committee on Natural Resources	Norma Torres (D-CA)
House Committee on Natural Resources	Debbie Dingell (D-MI)

Source	Target
House Committee on Natural Resources	Ruben Gallego (D-AZ)
House Committee on Natural Resources	Lois Capps (D-CA)
House Committee on Natural Resources	Jared Polis (D-CO)
House Committee on Natural Resources	William Lacy Clay Jr. (D-MO)
House Committee on Oversight and Government Reform	USCG
House Committee on Oversight and Government Reform	Jason Chaffetz (R-UT)
House Committee on Oversight and Government Reform	John Mica (R-FL)
House Committee on Oversight and Government Reform	Michael R. Turner (R-OH)
House Committee on Oversight and Government Reform	John Ducan (R-TN)
House Committee on Oversight and Government Reform	Jim Jordan (R-OH)
House Committee on Oversight and Government Reform	Tim Walberg (R-MI)
House Committee on Oversight and Government Reform	Justin Amash (R-MI)
House Committee on Oversight and Government Reform	Paul Gosar (R-AZ)
House Committee on Oversight and Government Reform	Scott Desjarlais (R-TN)
House Committee on Oversight and Government Reform	Trey Gowdy (R-SC)
House Committee on Oversight and Government Reform	Blake Frenthold (R-TX)
House Committee on Oversight and Government Reform	Cynthia Lummis (R-WY)
House Committee on Oversight and Government Reform	Thomas Massie (R-KY)
House Committee on Oversight and Government Reform	Mark Meadows (R-NC)
House Committee on Oversight and Government Reform	Ron DeSantis (R-FL)

Source	Target
House Committee on Oversight and Government Reform	Mick Mulvaney (R-SC)
House Committee on Oversight and Government Reform	Ken Buck (R-CO)
House Committee on Oversight and Government Reform	Mark Walker (R-NC)
House Committee on Oversight and Government Reform	Rod Blum (R-IA)
House Committee on Oversight and Government Reform	Jody Hice (R-GA)
House Committee on Oversight and Government Reform	Steve Russell (R-OK)
House Committee on Oversight and Government Reform	Buddy Carter (R-GA)
House Committee on Oversight and Government Reform	Glenn Grothman (R-WI)
House Committee on Oversight and Government Reform	William Hurd (R-TX)
House Committee on Oversight and Government Reform	Gary Palmer (R-AL)
House Committee on Oversight and Government Reform	Elijah Cummings (D-MD)
House Committee on Oversight and Government Reform	Carolyn Maloney (D-NY)
House Committee on Oversight and Government Reform	Eleanor Holmes Norton (D-DC)
House Committee on Oversight and Government Reform	William Lacy Clay Jr. (D-MO)
House Committee on Oversight and Government Reform	Stephen Lynch (D-MA)
House Committee on Oversight and Government Reform	Jim Cooper (D-TN)
House Committee on Oversight and Government Reform	Gerald E. Connolly (D-VA)
House Committee on Oversight and Government Reform	Matt Cartwright (D-PA)
House Committee on Oversight and Government Reform	Tammy Duckworth (D-IL)
House Committee on Oversight and Government Reform	Robin Kelly (D-IL)

Source	Target
House Committee on Oversight and Government Reform	Brenda Lawrence (D-MI)
House Committee on Oversight and Government Reform	Ted Lieu (D-CA)
House Committee on Oversight and Government Reform	Bonnie Watson Coleman (D-NJ)
House Committee on Oversight and Government Reform	Stacey E. Plaskett (D-VI)
House Committee on Oversight and Government Reform	Mark Desaulnier (D-CA)
House Committee on Oversight and Government Reform	Brendan F. Boyle (D-PA)
House Committee on Oversight and Government Reform	Peter Welch (D-VT)
House Committee on Oversight and Government Reform	Michelle Lujan Grisham (D-NM)
House Committee on Science, Space, and Technology	USCG
House Committee on Science, Space, and Technology	Lamar Smith (R-TX)
House Committee on Science, Space, and Technology	Frank Lucas (R-OK)
House Committee on Science, Space, and Technology	Randy Neugebauer (R-TX)
House Committee on Science, Space, and Technology	Michael McCaul (R-TX)
House Committee on Science, Space, and Technology	Mo Brooks (R-AL)
House Committee on Science, Space, and Technology	Randy Hultgren (R-IL)
House Committee on Science, Space, and Technology	Bill Posey (R-FL)
House Committee on Science, Space, and Technology	Thomas Massie (R-KY)
House Committee on Science, Space, and Technology	Jim Bridenstine (R-OK)
House Committee on Science, Space, and Technology	Randy Weber (R-TX)
House Committee on Science, Space, and Technology	Bill Johnson (R-OH)

Source	Target
House Committee on Science, Space, and Technology	John Moolenaar (R-MI)
House Committee on Science, Space, and Technology	Steve Knight (R-CA)
House Committee on Science, Space, and Technology	Brian Babin (R-TX)
House Committee on Science, Space, and Technology	Bruce Westerman (R-AR)
House Committee on Science, Space, and Technology	Barbara Comstock (R-VA)
House Committee on Science, Space, and Technology	Gary Palmer (R-AL)
House Committee on Science, Space, and Technology	Barry Loudermilk (R-GA)
House Committee on Science, Space, and Technology	Ralph Abraham (R-LA)
House Committee on Science, Space, and Technology	Darin M. LaHood (R-IL)
House Committee on Science, Space, and Technology	Eddie Bernice Johnson (D-TX)
House Committee on Science, Space, and Technology	Zoe Lofgren (D-CA)
House Committee on Science, Space, and Technology	Dan Lipinski (D-IL)
House Committee on Science, Space, and Technology	Donna F. Edwards (D-MD)
House Committee on Science, Space, and Technology	Suzanne Bonamici (D-OR)
House Committee on Science, Space, and Technology	Eric Swalwell (D-CA)
House Committee on Science, Space, and Technology	Alan Grayson (D-FL)
House Committee on Science, Space, and Technology	Ami B. Bera (D-CA)
House Committee on Science, Space, and Technology	Elizabeth Esty (D-CT)
House Committee on Science, Space, and Technology	Marc Veasey (D-TX)
House Committee on Science, Space, and Technology	Katherine Clark (D-MA)

Source	Target
House Committee on Science, Space, and Technology	Don Beyer (D-VA)
House Committee on Science, Space, and Technology	Ed Perlmutter (D-CO)
House Committee on Science, Space, and Technology	Paul D. Tonko (D-NY)
House Committee on Science, Space, and Technology	Mark Allan Takano (D-CA)
House Committee on Science, Space, and Technology	Bill Foster (D-IL)
House Committee on the Judiciary	USCG
House Committee on the Judiciary	Bob Goodlatte (R-VA)
House Committee on the Judiciary	F. James (Jim) Sensenbrenner, Jr. (R-WI)
House Committee on the Judiciary	Lamar Smith (R-TX)
House Committee on the Judiciary	Steve Chabot (R-OH)
House Committee on the Judiciary	Darrell Issa (R-CA)
House Committee on the Judiciary	J. Randy Forbes (R-VA)
House Committee on the Judiciary	Steve King (R-IA)
House Committee on the Judiciary	Trent Franks (R-AZ)
House Committee on the Judiciary	Louie Gohmert (R-TX)
House Committee on the Judiciary	Jim Jordan (R-OH)
House Committee on the Judiciary	Ted Poe (R-TX)
House Committee on the Judiciary	Jason Chaffetz (R-UT)
House Committee on the Judiciary	Thomas Marino (R-PA)
House Committee on the Judiciary	Trey Gowdy (R-SC)

Source	Target
House Committee on the Judiciary	Raul Labrador (R-ID)
House Committee on the Judiciary	Blake Farenthold (R-TX)
House Committee on the Judiciary	Doug Collins (R-GA)
House Committee on the Judiciary	Ron DeSantis (R-FL)
House Committee on the Judiciary	Mimi Walters (R-CA)
House Committee on the Judiciary	Ken Buck (R-CO)
House Committee on the Judiciary	John Ratcliffe (R-TX)
House Committee on the Judiciary	David Trott (R-MI)
House Committee on the Judiciary	Mike Bishop (R-MI)
House Committee on the Judiciary	John Conyers, Jr. (D-MI)
House Committee on the Judiciary	Jerrold Nadler (D-NY)
House Committee on the Judiciary	Zoe Lofgren (D-CA)
House Committee on the Judiciary	Sheila Jackson Lee (D-TX)
House Committee on the Judiciary	Steve Cohen (D-TN)
House Committee on the Judiciary	Hank Johnson (D-GA)
House Committee on the Judiciary	Pedro Pierluisi (D-PR)
House Committee on the Judiciary	Judy Chu (D-CA)
House Committee on the Judiciary	Ted Deutch (D-FL)
House Committee on the Judiciary	Luis V. Gutierrez (D-IL)
House Committee on the Judiciary	Karen Bass (D-CA)

Source	Target
House Committee on the Judiciary	Cedric Richmond (D-LA)
House Committee on the Judiciary	Suzan K. DelBene (D-WA)
House Committee on the Judiciary	Hakeem Jeffries (D-NY)
House Committee on the Judiciary	David Cicilline (D-RI)
House Committee on the Judiciary	Scott Peters (D-CA)
House Committee on Transportation and Infrastructure	USCG
House Committee on Transportation and Infrastructure	Bill Shuster (R-PA)
House Committee on Transportation and Infrastructure	Don Young (R-AK)
House Committee on Transportation and Infrastructure	John J. Duncan, Jr. (R-TN)
House Committee on Transportation and Infrastructure	John L. Mica (R-FL)
House Committee on Transportation and Infrastructure	Frank A. LoBiondo (R-NJ)
House Committee on Transportation and Infrastructure	Sam Graves (R-MO)
House Committee on Transportation and Infrastructure	Candice Miller (R-MI)
House Committee on Transportation and Infrastructure	Duncan D. Hunter (R-CA)
House Committee on Transportation and Infrastructure	Rick Crawford (R-AR)
House Committee on Transportation and	Louis J. (Lou) Barletta (R-PA)

Source	Target
Infrastructure	
House Committee on Transportation and Infrastructure	Blake Farenthold (R-TX)
House Committee on Transportation and Infrastructure	Bob Gibbs (R-OH)
House Committee on Transportation and Infrastructure	Richard L. Hanna (R-NY)
House Committee on Transportation and Infrastructure	Daniel Webster (R-FL)
House Committee on Transportation and Infrastructure	Jeff Denham (R-CA)
House Committee on Transportation and Infrastructure	Reid Ribble (R-WI)
House Committee on Transportation and Infrastructure	Thomas Massie (R-KY)
House Committee on Transportation and Infrastructure	Tom Rice, Jr. (R-SC)
House Committee on Transportation and Infrastructure	Mark Meadows (R-NC)
House Committee on Transportation and Infrastructure	Scott Perry (R-PA)
House Committee on Transportation and Infrastructure	Rodney Davis (R-IL)
House Committee on Transportation and Infrastructure	Mark Sanford (R-SC)
House Committee on Transportation and Infrastructure	Rob Woodall (R-GA)
House Committee on Transportation and Infrastructure	Todd Rokita (R-IN)

Source	Target
House Committee on Transportation and Infrastructure	John Katko (R-NY)
House Committee on Transportation and Infrastructure	Brian Babin (R-TX)
House Committee on Transportation and Infrastructure	Crescent Hardy (R-NV)
House Committee on Transportation and Infrastructure	Ryan Costello (R-PA)
House Committee on Transportation and Infrastructure	Mimi Walters (R-CA)
House Committee on Transportation and Infrastructure	Barbara Comstock (R-VA)
House Committee on Transportation and Infrastructure	Carlos Curbelo (R-FL)
House Committee on Transportation and Infrastructure	David Rouzer (R-NC)
House Committee on Transportation and Infrastructure	Lee Zeldin (R-NY)
House Committee on Transportation and Infrastructure	Peter A. DeFazio (D-OR)
House Committee on Transportation and Infrastructure	Eleanor Holmes Norton (D-DC)
House Committee on Transportation and Infrastructure	Jerrold Nadler (D-NY)
House Committee on Transportation and Infrastructure	Corrine Brown (D-FL)
House Committee on Transportation and Infrastructure	Eddie Bernice Johnson (D-TX)
House Committee on	Elijah Cummings (D-MD)

Source	Target
Transportation and Infrastructure	
House Committee on Transportation and Infrastructure	Rick Larsen (D-WA)
House Committee on Transportation and Infrastructure	Michael E. Capuano (D-MA)
House Committee on Transportation and Infrastructure	Grace Napolitano (D-CA)
House Committee on Transportation and Infrastructure	Dan Lipinski (D-IL)
House Committee on Transportation and Infrastructure	Steve Cohen (D-TN)
House Committee on Transportation and Infrastructure	Albio Sires (D-NJ)
House Committee on Transportation and Infrastructure	Donna F. Edwards (D-MD)
House Committee on Transportation and Infrastructure	John Garamendi (D-CA)
House Committee on Transportation and Infrastructure	Andre Carson (D-IN)
House Committee on Transportation and Infrastructure	Janice Hahn (D-CA)
House Committee on Transportation and Infrastructure	Rick Nolan (D-MN)
House Committee on Transportation and Infrastructure	Ann Kirkpatrick (D-AZ)
House Committee on Transportation and Infrastructure	Dina Titus (D-NV)
House Committee on Transportation and	Sean Patrick Maloney (D-NY)

Source	Target
Infrastructure	
House Committee on Transportation and Infrastructure	Elizabeth Esty (D-CT)
House Committee on Transportation and Infrastructure	Lois Frankel (D-FL)
House Committee on Transportation and Infrastructure	Cheri Bustos (D-IL)
House Committee on Transportation and Infrastructure	Jared Huffman (D-CA)
House Committee on Transportation and Infrastructure	Julia Brownley (D-CA)
House Committee on Veterans' Affairs	USCG
House Committee on Veterans' Affairs	Jeff Miller (R-FL)
House Committee on Veterans' Affairs	Doug Lamborn (R-CO)
House Committee on Veterans' Affairs	Gus M. Bilirakis (R-FL)
House Committee on Veterans' Affairs	Phil Roe (R-TN)
House Committee on Veterans' Affairs	Dan Benishek (R-MI)
House Committee on Veterans' Affairs	Tim Huelskamp (R-KS)
House Committee on Veterans' Affairs	Mike Coffman (R-CO)
House Committee on Veterans' Affairs	Brad Wenstrup (R-OH)
House Committee on Veterans' Affairs	Jackie Walorski (R-IN)
House Committee on Veterans' Affairs	Ralph Abraham (R-LA)
House Committee on Veterans' Affairs	Lee Zeldin (R-NY)
House Committee on Veterans'	Ryan Costello (R-PA)

Source	Target
Affairs	
House Committee on Veterans' Affairs	Auma Amata Radewagen (R-AS)
House Committee on Veterans' Affairs	Mike Bost (R-IL)
House Committee on Veterans' Affairs	Corrine Brown (D-FL)
House Committee on Veterans' Affairs	Mark Allan Takano (D-CA)
House Committee on Veterans' Affairs	Julia Brownley (D-CA)
House Committee on Veterans' Affairs	Dina Titus (D-NV)
House Committee on Veterans' Affairs	Raul Ruiz (D-CA)
House Committee on Veterans' Affairs	Ann McLane Kuster (D-NH)
House Committee on Veterans' Affairs	Beto O'Rourke (D-TX)
House Committee on Veterans' Affairs	Kathleen Rice (D-NY)
House Committee on Veterans' Affairs	Jerry McNerney (D-CA)
House Committee on Veterans' Affairs	Tim Walz (D-MN)
House Permanent Select Committee on Intelligence	USCG
House Permanent Select Committee on Intelligence	Devin Nunes (R-CA)
House Permanent Select Committee on Intelligence	Jeff Miller (R-FL)
House Permanent Select Committee on Intelligence	Mike Conaway (R-TX)
House Permanent Select Committee on Intelligence	Pete King (R-NY)
House Permanent Select Committee on Intelligence	Frank A. LoBiondo (R-NJ)
House Permanent Select Committee on Intelligence	Lynn Westmoreland (R-GA)

Source	Target
House Permanent Select Committee on Intelligence	Thomas J. Rooney (R-FL)
House Permanent Select Committee on Intelligence	Joe Heck (R-NV)
House Permanent Select Committee on Intelligence	Mike Pompeo (R-KS)
House Permanent Select Committee on Intelligence	Ileana Ros-Lehtinen (R-FL)
House Permanent Select Committee on Intelligence	Michael R. Turner (R-OH)
House Permanent Select Committee on Intelligence	Brad Wenstrup (R-OH)
House Permanent Select Committee on Intelligence	Chris Stewart (R-UT)
House Permanent Select Committee on Intelligence	Adam Smith (D-WA)
House Permanent Select Committee on Intelligence	Luis V. Gutierrez (D-IL)
House Permanent Select Committee on Intelligence	Jim Himes (D-CT)
House Permanent Select Committee on Intelligence	Terri A. Sewell (D-AL)
House Permanent Select Committee on Intelligence	Andre Carson (D-IN)
House Permanent Select Committee on Intelligence	Jackie Speier (D-CA)
House Permanent Select Committee on Intelligence	Mike Quigley (D-IL)
House Permanent Select Committee on Intelligence	Eric Swalwell (D-CA)
House Permanent Select Committee on Intelligence	Patrick Murphy (D-FL)
Ileana Ros-Lehtinen (R-FL)	House Permanent Select Committee on Intelligence
Industry	USCG
Industry	Secretary of Homeland Security/DHS
Industry	State/Territorial Governments
Industry	Local Governments
Industry	Tribal Governments

Source	Target
Inspector General of DHS	USCG
Inspector General of DHS	Secretary of Homeland Security/DHS
J. Randy Forbes (R-VA)	House Committee on Armed Services
J. Randy Forbes (R-VA)	House Committee on the Judiciary
Jack Reed (D-RI)	Senate Committee on Appropriations
Jack Reed (D-RI)	Senate Committee on Banking, Housing, and Urban Affairs
Jack Reed (D-RI)	Senate Committee on Armed Services
Jackie Speier (D-CA)	House Committee on Armed Services
Jackie Speier (D-CA)	House Permanent Select Committee on Intelligence
Jackie Walorski (R-IN)	House Committee on Armed Services
Jackie Walorski (R-IN)	House Committee on Veterans' Affairs
Jaime Herrera Beutler (R-WA)	House Committee on Appropriations
James E. Risch (R-ID)	Senate Committee on Energy and Natural Resources
James E. Risch (R-ID)	Senate Committee on Foreign Relations
James E. Risch (R-ID)	Senate Select Committee on Intelligence
James Lankford (R-OK)	Senate Committee on Homeland Security & Governmental Affairs
James Lankford (R-OK)	Senate Committee on Appropriations
James Lankford (R-OK)	Senate Select Committee on Intelligence
James M. Inhofe (R-OK)	Senate Committee on Armed Services
James M. Inhofe (R-OK)	Senate Committee on Environment and Public Works
Janice Hahn (D-CA)	House Committee on Transportation and Infrastructure
Janice Schakowsky (D-IL)	House Committee on Energy and Commerce
Jared Huffman (D-CA)	House Committee on Transportation and Infrastructure
Jared Huffman (D-CA)	House Committee on Budget
Jared Huffman (D-CA)	House Committee on Natural Resources
Jared Polis (D-CO)	House Committee on Natural Resources
Jason Chaffetz (R-UT)	House Committee on Oversight and Government Reform
Jason Chaffetz (R-UT)	House Committee on the Judiciary
Jeanne Shaheen (D-NH)	Senate Committee on Appropriations
Jeanne Shaheen (D-NH)	Senate Committee on Armed Services
Jeanne Shaheen (D-NH)	Senate Committee on Foreign Relations
Jeff Denham (R-CA)	House Committee on Transportation and Infrastructure

Source	Target
Jeff Denham (R-CA)	House Committee on Natural Resources
Jeff Duncan (R-SC)	House Committee on Homeland Security
Jeff Duncan (R-SC)	House Committee on Natural Resources
Jeff Flake (R-AZ)	Senate Committee on Energy and Natural Resources
Jeff Flake (R-AZ)	Senate Committee on Foreign Relations
Jeff Flake (R-AZ)	Senate Committee on the Judiciary
Jeff Fortenberry (R-NE)	House Committee on Appropriations
Jeff Merkley (D-OR)	Senate Committee on Appropriations
Jeff Merkley (D-OR)	Senate Committee on Banking, Housing, and Urban Affairs
Jeff Merkley (D-OR)	Senate Committee on Environment and Public Works
Jeff Merkley (D-OR)	Senate Committee on the Budget
Jeff Miller (R-FL)	House Committee on Armed Services
Jeff Miller (R-FL)	House Permanent Select Committee on Intelligence
Jeff Miller (R-FL)	House Committee on Veterans' Affairs
Jeff Sessions (R-AL)	Senate Committee on Armed Services
Jeff Sessions (R-AL)	Senate Committee on Environment and Public Works
Jeff Sessions (R-AL)	Senate Committee on the Judiciary
Jeff Sessions (R-AL)	Senate Committee on the Budget
Jerrold Nadler (D-NY)	House Committee on Transportation and Infrastructure
Jerrold Nadler (D-NY)	House Committee on the Judiciary
Jerry McNerney (D-CA)	House Committee on Energy and Commerce
Jerry McNerney (D-CA)	House Committee on Veterans' Affairs
Jerry Moran (R-KS)	Senate Committee on Commerce, Science, and Transportation
Jerry Moran (R-KS)	Senate Committee on Banking, Housing, and Urban Affairs
Jerry Moran (R-KS)	Senate Committee on Veterans' Affairs
Jim Bridenstine (R-OK)	House Committee on Armed Services
Jim Bridenstine (R-OK)	House Committee on Science, Space, and Technology
Jim Cooper (D-TN)	House Committee on Oversight and Government Reform
Jim Cooper (D-TN)	House Committee on Armed Services
Jim Costa (D-CA)	House Committee on Natural Resources
Jim Himes (D-CT)	House Permanent Select Committee on Intelligence
Jim Jordan (R-OH)	House Committee on Oversight and Government Reform

Source	Target
Jim Jordan (R-OH)	House Committee on the Judiciary
Jim Langevin (D-RI)	House Committee on Armed Services
Jim Langevin (D-RI)	House Committee on Homeland Security
Jim McDermott (D-WA)	House Committee on Budget
Joaquin Castro (D-TX)	House Committee on Armed Services
Jody Hice (R-GA)	House Committee on Oversight and Government Reform
Jody Hice (R-GA)	House Committee on Natural Resources
Joe Barton (R-TX)	House Committee on Energy and Commerce
Joe Courtney (D-CT)	House Committee on Armed Services
Joe Donnelly (D-IN)	Senate Committee on Armed Services
Joe Donnelly (D-IN)	Senate Committee on Banking, Housing, and Urban Affairs
Joe Heck (R-NV)	House Committee on Armed Services
Joe Heck (R-NV)	House Permanent Select Committee on Intelligence
Joe Manchin (D-WV)	Senate Committee on Commerce, Science, and Transportation
Joe Manchin (D-WV)	Senate Committee on Armed Services
Joe Manchin (D-WV)	Senate Committee on Energy and Natural Resources
Joe Manchin (D-WV)	Senate Committee on Veterans' Affairs
Joe Pitts (R-PA)	House Committee on Energy and Commerce
Joe Wilson (R-SC)	House Committee on Armed Services
John Barrasso (R-WY)	Senate Committee on Energy and Natural Resources
John Barrasso (R-WY)	Senate Committee on Environment and Public Works
John Barrasso (R-WY)	Senate Committee on Foreign Relations
John Boozman (R-AR)	Senate Committee on Appropriations
John Boozman (R-AR)	Senate Committee on Environment and Public Works
John Boozman (R-AR)	Senate Committee on Veterans' Affairs
John Conyers, Jr. (D-MI)	House Committee on the Judiciary
John Cornyn (R-TX)	Senate Committee on Finance
John Cornyn (R-TX)	Senate Committee on the Judiciary
John Culberson (R-TX)	House Committee on Appropriations
John Ducan (R-TN)	House Committee on Oversight and Government Reform
John Fleming (R-LA)	House Committee on Armed Services
John Fleming (R-LA)	House Committee on Natural Resources

Source	Target
John Garamendi (D-CA)	House Committee on Transportation and Infrastructure
John Garamendi (D-CA)	House Committee on Armed Services
John Hoeven (R-ND)	Senate Committee on Appropriations
John Hoeven (R-ND)	Senate Committee on Energy and Natural Resources
John J. Duncan, Jr. (R-TN)	House Committee on Transportation and Infrastructure
John Katko (R-NY)	House Committee on Transportation and Infrastructure
John Katko (R-NY)	House Committee on Homeland Security
John Kline (R-MN)	House Committee on Armed Services
John L. Mica (R-FL)	House Committee on Transportation and Infrastructure
John McCain (R-AZ)	Senate Committee on Homeland Security & Governmental Affairs
John McCain (R-AZ)	Senate Committee on Armed Services
John Mica (R-FL)	House Committee on Oversight and Government Reform
John Moolenaar (R-MI)	House Committee on Budget
John Moolenaar (R-MI)	House Committee on Science, Space, and Technology
John R. Carter (R-TX)	House Committee on Appropriations
John Ratcliffe (R-TX)	House Committee on Homeland Security
John Ratcliffe (R-TX)	House Committee on the Judiciary
John Sarbanes (D-MD)	House Committee on Energy and Commerce
John Shimkus (R-IL)	House Committee on Energy and Commerce
John Thune (R-SD)	Senate Committee on Finance
John Thune (R-SD)	Senate Committee on Commerce, Science, and Transportation
John Yarmuth (D-KY)	House Committee on Budget
John Yarmuth (D-KY)	House Committee on Energy and Commerce
Johnny Isakson (R-GA)	Senate Committee on Finance
Johnny Isakson (R-GA)	Senate Committee on Foreign Relations
Johnny Isakson (R-GA)	Senate Committee on Veterans' Affairs
Jon Tester (D-MT)	Senate Committee on Homeland Security & Governmental Affairs
Jon Tester (D-MT)	Senate Committee on Appropriations
Jon Tester (D-MT)	Senate Committee on Banking, Housing, and Urban Affairs
Jon Tester (D-MT)	Senate Committee on Veterans' Affairs
Joni Ernst (R-IA)	Senate Committee on Homeland Security & Governmental

Source	Target
	Affairs
Joni Ernst (R-IA)	Senate Committee on Armed Services
Jose E. Serrano (D-NY)	House Committee on Appropriations
Joseph P. Kennedy, III (D-MA)	House Committee on Energy and Commerce
Judy Chu (D-CA)	House Committee on the Judiciary
Julia Brownley (D-CA)	House Committee on Transportation and Infrastructure
Julia Brownley (D-CA)	House Committee on Veterans' Affairs
Justin Amash (R-MI)	House Committee on Oversight and Government Reform
Karen Bass (D-CA)	House Committee on the Judiciary
Katherine Clark (D-MA)	House Committee on Science, Space, and Technology
Kathleen Rice (D-NY)	House Committee on Homeland Security
Kathleen Rice (D-NY)	House Committee on Veterans' Affairs
Kathy Castor (D-FL)	House Committee on Budget
Kathy Castor (D-FL)	House Committee on Energy and Commerce
Kay Granger (R-TX)	House Committee on Appropriations
Kelly Ayotte (R-NH)	Senate Committee on Homeland Security & Governmental Affairs
Kelly Ayotte (R-NH)	Senate Committee on Commerce, Science, and Transportation
Kelly Ayotte (R-NH)	Senate Committee on Armed Services
Kelly Ayotte (R-NH)	Senate Committee on the Budget
Ken Buck (R-CO)	House Committee on Oversight and Government Reform
Ken Buck (R-CO)	House Committee on the Judiciary
Ken Calvert (R-CA)	House Committee on Appropriations
Ken Calvert (R-CA)	House Committee on Budget
Kevin Cramer (R-ND)	House Committee on Energy and Commerce
Kevin Yoder (R-KS)	House Committee on Appropriations
Kirsten Gillibrand (D-NY)	Senate Committee on Armed Services
Kirsten Gillibrand (D-NY)	Senate Committee on Environment and Public Works
Kurt Schrader (D-OR)	House Committee on Budget
Kurt Schrader (D-OR)	House Committee on Energy and Commerce
Lamar Alexander (R-TN)	Senate Committee on Appropriations
Lamar Alexander (R-TN)	Senate Committee on Energy and Natural Resources
Lamar Smith (R-TX)	House Committee on Homeland Security

Source	Target
Lamar Smith (R-TX)	House Committee on the Judiciary
Lamar Smith (R-TX)	House Committee on Science, Space, and Technology
Larry Bucshon (R-IN)	House Committee on Energy and Commerce
Lee Zeldin (R-NY)	House Committee on Transportation and Infrastructure
Lee Zeldin (R-NY)	House Committee on Veterans' Affairs
Leonard Lance (R-NJ)	House Committee on Energy and Commerce
Lindsey Graham (R-SC)	Senate Committee on Appropriations
Lindsey Graham (R-SC)	Senate Committee on Armed Services
Lindsey Graham (R-SC)	Senate Committee on the Judiciary
Lindsey Graham (R-SC)	Senate Committee on the Budget
Lisa Murkowski (R-AK)	Senate Committee on Appropriations
Lisa Murkowski (R-AK)	Senate Committee on Energy and Natural Resources
Lloyd Doggett (D-TX)	House Committee on Budget
Local Governments	USCG
Local Governments	Secretary of Homeland Security/DHS
Local Governments	Industry
Lois Capps (D-CA)	House Committee on Energy and Commerce
Lois Capps (D-CA)	House Committee on Natural Resources
Lois Frankel (D-FL)	House Committee on Transportation and Infrastructure
Loretta Sanchez (D-CA)	House Committee on Armed Services
Loretta Sanchez (D-CA)	House Committee on Homeland Security
Louie Gohmert (R-TX)	House Committee on the Judiciary
Louie Gohmert (R-TX)	House Committee on Natural Resources
Louis J. (Lou) Barletta (R-PA)	House Committee on Transportation and Infrastructure
Louis J. (Lou) Barletta (R-PA)	House Committee on Homeland Security
Lucille Roybal-Allard (D-CA)	House Committee on Appropriations
Luis V. Gutierrez (D-IL)	House Permanent Select Committee on Intelligence
Luis V. Gutierrez (D-IL)	House Committee on the Judiciary
Lynn Westmoreland (R-GA)	House Permanent Select Committee on Intelligence
Mac Thornberry (R-TX)	House Committee on Armed Services
Madeleine Bordallo (D-GU)	House Committee on Armed Services
Madeleine Bordallo (D-GU)	House Committee on Natural Resources

Source	Target
Marc Veasey (D-TX)	House Committee on Armed Services
Marc Veasey (D-TX)	House Committee on Science, Space, and Technology
Marco Rubio (R-FL)	Senate Committee on Commerce, Science, and Transportation
Marco Rubio (R-FL)	Senate Committee on Foreign Relations
Marco Rubio (R-FL)	Senate Select Committee on Intelligence
Marcy Kaptur (D-OH)	House Committee on Appropriations
Maria Cantwell (D-WA)	Senate Committee on Commerce, Science, and Transportation
Maria Cantwell (D-WA)	Senate Committee on Finance
Maria Cantwell (D-WA)	Senate Committee on Energy and Natural Resources
Mario Diaz-Balart (R-FL)	House Committee on Appropriations
Mark Allan Takano (D-CA)	House Committee on Science, Space, and Technology
Mark Allan Takano (D-CA)	House Committee on Veterans' Affairs
Mark Amodei (R-NV)	House Committee on Appropriations
Mark Desaulnier (D-CA)	House Committee on Oversight and Government Reform
Mark Kirk (R-IL)	Senate Committee on Appropriations
Mark Kirk (R-IL)	Senate Committee on Banking, Housing, and Urban Affairs
Mark Meadows (R-NC)	House Committee on Oversight and Government Reform
Mark Meadows (R-NC)	House Committee on Transportation and Infrastructure
Mark Pocan (D-WI)	House Committee on Budget
Mark R. Warner (D-VA)	Senate Committee on Banking, Housing, and Urban Affairs
Mark R. Warner (D-VA)	Senate Committee on Finance
Mark R. Warner (D-VA)	Senate Select Committee on Intelligence
Mark R. Warner (D-VA)	Senate Committee on the Budget
Mark Sanford (R-SC)	House Committee on Transportation and Infrastructure
Mark Sanford (R-SC)	House Committee on Budget
Mark Walker (R-NC)	House Committee on Oversight and Government Reform
Mark Walker (R-NC)	House Committee on Homeland Security
Markwayne Mullin (R-OK)	House Committee on Energy and Commerce
Marlin Stutzman (R-IN)	House Committee on Budget
Marsha Blackburn (R-TN)	House Committee on Budget
Marsha Blackburn (R-TN)	House Committee on Energy and Commerce
Martha McSally (R-AZ)	House Committee on Armed Services

Source	Target
Martha McSally (R-AZ)	House Committee on Homeland Security
Martha Roby (R-AL)	House Committee on Appropriations
Martin Heinrich (D-NM)	Senate Committee on Armed Services
Martin Heinrich (D-NM)	Senate Committee on Energy and Natural Resources
Martin Heinrich (D-NM)	Senate Select Committee on Intelligence
Matt Cartwright (D-PA)	House Committee on Oversight and Government Reform
Matt Cartwright (D-PA)	House Committee on Natural Resources
Mazie Hirono (D-HI)	Senate Committee on Armed Services
Mazie Hirono (D-HI)	Senate Committee on Energy and Natural Resources
Mazie Hirono (D-HI)	Senate Select Committee on Intelligence
Mazie Hirono (D-HI)	Senate Committee on Veterans' Affairs
Michael Bennet (D-CO)	Senate Committee on Finance
Michael C. Burgess (R-TX)	House Committee on Energy and Commerce
Michael E. Capuano (D-MA)	House Committee on Transportation and Infrastructure
Michael McCaul (R-TX)	House Committee on Homeland Security
Michael McCaul (R-TX)	House Committee on Science, Space, and Technology
Michael R. Turner (R-OH)	House Committee on Oversight and Government Reform
Michael R. Turner (R-OH)	House Committee on Armed Services
Michael R. Turner (R-OH)	House Permanent Select Committee on Intelligence
Michelle Lujan Grisham (D-NM)	House Committee on Oversight and Government Reform
Michelle Lujan Grisham (D-NM)	House Committee on Budget
Mick Mulvaney (R-SC)	House Committee on Oversight and Government Reform
Mike Bishop (R-MI)	House Committee on the Judiciary
Mike Bost (R-IL)	House Committee on Veterans' Affairs
Mike Coffman (R-CO)	House Committee on Armed Services
Mike Coffman (R-CO)	House Committee on Veterans' Affairs
Mike Conaway (R-TX)	House Committee on Armed Services
Mike Conaway (R-TX)	House Permanent Select Committee on Intelligence
Mike Crapo (R-ID)	Senate Committee on Banking, Housing, and Urban Affairs
Mike Crapo (R-ID)	Senate Committee on Environment and Public Works
Mike Crapo (R-ID)	Senate Committee on Finance
Mike Crapo (R-ID)	Senate Committee on the Budget

Source	Target
Mike Doyle (D-PA)	House Committee on Energy and Commerce
Mike Enzi (R-WY)	Senate Committee on Homeland Security & Governmental Affairs
Mike Enzi (R-WY)	Senate Committee on Finance
Mike Enzi (R-WY)	Senate Committee on the Budget
Mike Honda (D-CA)	House Committee on Appropriations
Mike Lee (R-UT)	Senate Committee on Armed Services
Mike Lee (R-UT)	Senate Committee on Energy and Natural Resources
Mike Lee (R-UT)	Senate Committee on the Judiciary
Mike Pompeo (R-KS)	House Committee on Energy and Commerce
Mike Pompeo (R-KS)	House Permanent Select Committee on Intelligence
Mike Quigley (D-IL)	House Committee on Appropriations
Mike Quigley (D-IL)	House Permanent Select Committee on Intelligence
Mike Rogers (R-AL)	House Committee on Armed Services
Mike Rogers (R-AL)	House Committee on Homeland Security
Mike Rounds (R-SD)	Senate Committee on Armed Services
Mike Rounds (R-SD)	Senate Committee on Banking, Housing, and Urban Affairs
Mike Rounds (R-SD)	Senate Committee on Environment and Public Works
Mike Rounds (R-SD)	Senate Committee on Veterans' Affairs
Mike Simpson (R-ID)	House Committee on Appropriations
Mimi Walters (R-CA)	House Committee on Transportation and Infrastructure
Mimi Walters (R-CA)	House Committee on the Judiciary
Mitch McConnell (R-KY)	Senate Committee on Appropriations
Mo Brooks (R-AL)	House Committee on Armed Services
Mo Brooks (R-AL)	House Committee on Science, Space, and Technology
Morgan Griffith (R-VA)	House Committee on Energy and Commerce
National Security Agency (NSA)	USCG
National Security Agency (NSA)	Secretary of Homeland Security/DHS
National Security Agency (NSA)	Government Accountability Office
National Security Agency (NSA)	Department of Defense (DOD)
National Security Agency (NSA)	Director of National Intelligence (DNI)
Niki Tsongas (D-MA)	House Committee on Armed Services
Niki Tsongas (D-MA)	House Committee on Natural Resources

Source	Target
Nita M. Lowey (D-NY)	House Committee on Appropriations
Norma Torres (D-CA)	House Committee on Homeland Security
Norma Torres (D-CA)	House Committee on Natural Resources
Orrin G. Hatch (R-UT)	Senate Committee on Finance
Orrin G. Hatch (R-UT)	Senate Committee on the Judiciary
Pat Roberts (R-KS)	Senate Committee on Finance
Pat Toomey (R-PA)	Senate Committee on Banking, Housing, and Urban Affairs
Pat Toomey (R-PA)	Senate Committee on Finance
Pat Toomey (R-PA)	Senate Committee on the Budget
Patrick Leahy (D-VT)	Senate Committee on Appropriations
Patrick Leahy (D-VT)	Senate Committee on the Judiciary
Patrick Meehan (R-PA)	House Committee on Homeland Security
Patrick Murphy (D-FL)	House Permanent Select Committee on Intelligence
Patty Murray (D-WA)	Senate Committee on Appropriations
Patty Murray (D-WA)	Senate Committee on Veterans' Affairs
Patty Murray (D-WA)	Senate Committee on the Budget
Paul A. Gosar (R-AZ)	House Committee on Natural Resources
Paul Cook (R-CA)	House Committee on Armed Services
Paul Cook (R-CA)	House Committee on Natural Resources
Paul D. Tonko (D-NY)	House Committee on Energy and Commerce
Paul D. Tonko (D-NY)	House Committee on Science, Space, and Technology
Paul Gosar (R-AZ)	House Committee on Oversight and Government Reform
Pedro Pierluisi (D-PR)	House Committee on the Judiciary
Pedro Pierluisi (D-PR)	House Committee on Natural Resources
Pete Aguilar (D-CA)	House Committee on Armed Services
Pete King (R-NY)	House Committee on Homeland Security
Pete King (R-NY)	House Permanent Select Committee on Intelligence
Pete Olson (R-TX)	House Committee on Energy and Commerce
Peter A. DeFazio (D-OR)	House Committee on Transportation and Infrastructure
Peter J. Visclosky (D-IN)	House Committee on Appropriations
Peter Welch (D-VT)	House Committee on Oversight and Government Reform
Peter Welch (D-VT)	House Committee on Energy and Commerce

Source	Target
Phil Roe (R-TN)	House Committee on Veterans' Affairs
Public	USCG
Ralph Abraham (R-LA)	House Committee on Science, Space, and Technology
Ralph Abraham (R-LA)	House Committee on Veterans' Affairs
Rand Paul (R-KY)	Senate Committee on Homeland Security & Governmental Affairs
Rand Paul (R-KY)	Senate Committee on Foreign Relations
Randy Hultgren (R-IL)	House Committee on Science, Space, and Technology
Randy Neugebauer (R-TX)	House Committee on Science, Space, and Technology
Randy Weber (R-TX)	House Committee on Science, Space, and Technology
Raul Labrador (R-ID)	House Committee on the Judiciary
Raul Labrador (R-ID)	House Committee on Natural Resources
Raul M. Grijalva (D-AZ)	House Committee on Natural Resources
Raul Ruiz (D-CA)	House Committee on Natural Resources
Raul Ruiz (D-CA)	House Committee on Veterans' Affairs
Reid Ribble (R-WI)	House Committee on Transportation and Infrastructure
Renee L. Ellmers (R-NC)	House Committee on Energy and Commerce
Richard Blumenthal (D-CT)	Senate Committee on Commerce, Science, and Transportation
Richard Blumenthal (D-CT)	Senate Committee on Armed Services
Richard Blumenthal (D-CT)	Senate Committee on the Judiciary
Richard Blumenthal (D-CT)	Senate Committee on Veterans' Affairs
Richard Burr (R-NC)	Senate Committee on Finance
Richard Burr (R-NC)	Senate Select Committee on Intelligence
Richard Hudson (R-NC)	House Committee on Energy and Commerce
Richard L. Hanna (R-NY)	House Committee on Transportation and Infrastructure
Richard Nugent (R-FL)	House Committee on Armed Services
Richard Shelby (R-AL)	Senate Committee on Appropriations
Richard Shelby (R-AL)	Senate Committee on Banking, Housing, and Urban Affairs
Rick Crawford (R-AR)	House Committee on Transportation and Infrastructure
Rick Larsen (D-WA)	House Committee on Transportation and Infrastructure
Rick Larsen (D-WA)	House Committee on Armed Services
Rick Nolan (D-MN)	House Committee on Transportation and Infrastructure
Rob Bishop (R-UT)	House Committee on Natural Resources

Source	Target
Rob Portman (R-OH)	Senate Committee on Homeland Security & Governmental Affairs
Rob Portman (R-OH)	Senate Committee on Energy and Natural Resources
Rob Portman (R-OH)	Senate Committee on Finance
Rob Portman (R-OH)	Senate Committee on the Budget
Rob Wittman (R-VA)	House Committee on Armed Services
Rob Wittman (R-VA)	House Committee on Natural Resources
Rob Woodall (R-GA)	House Committee on Transportation and Infrastructure
Rob Woodall (R-GA)	House Committee on Budget
Robert A. Brady (D-PA)	House Committee on Armed Services
Robert B. Aderholt (R-AL)	House Committee on Appropriations
Robert Menendez (D-NJ)	Senate Committee on Banking, Housing, and Urban Affairs
Robert Menendez (D-NJ)	Senate Committee on Finance
Robert Menendez (D-NJ)	Senate Committee on Foreign Relations
Robert P. Casey, Jr. (D-PA)	Senate Committee on Finance
Robin Kelly (D-IL)	House Committee on Oversight and Government Reform
Rod Blum (R-IA)	House Committee on Oversight and Government Reform
Rod Blum (R-IA)	House Committee on Budget
Rodney Davis (R-IL)	House Committee on Transportation and Infrastructure
Rodney P. Frelinghuysen (R-NJ)	House Committee on Appropriations
Roger Wicker (R-MS)	Senate Committee on Commerce, Science, and Transportation
Roger Wicker (R-MS)	Senate Committee on Armed Services
Roger Wicker (R-MS)	Senate Committee on Environment and Public Works
Roger Wicker (R-MS)	Senate Committee on the Budget
Ron DeSantis (R-FL)	House Committee on Oversight and Government Reform
Ron DeSantis (R-FL)	House Committee on the Judiciary
Ron Johnson (R-WI)	Senate Committee on Homeland Security & Governmental Affairs
Ron Johnson (R-WI)	Senate Committee on Commerce, Science, and Transportation
Ron Johnson (R-WI)	Senate Committee on Foreign Relations
Ron Johnson (R-WI)	Senate Committee on the Budget
Ron Wyden (D-OR)	Senate Committee on Energy and Natural Resources
Ron Wyden (D-OR)	Senate Committee on Finance

Source	Target
Ron Wyden (D-OR)	Senate Select Committee on Intelligence
Ron Wyden (D-OR)	Senate Committee on the Budget
Rosa L. DeLauro (D-CT)	House Committee on Appropriations
Roy Blunt (R-MO)	Senate Committee on Appropriations
Roy Blunt (R-MO)	Senate Committee on Commerce, Science, and Transportation
Roy Blunt (R-MO)	Senate Select Committee on Intelligence
Ruben Gallego (D-AZ)	House Committee on Natural Resources
Ryan Costello (R-PA)	House Committee on Transportation and Infrastructure
Ryan Costello (R-PA)	House Committee on Veterans' Affairs
Ryan Zinke (R-MT)	House Committee on Armed Services
Ryan Zinke (R-MT)	House Committee on Natural Resources
Sam Farr (D-CA)	House Committee on Appropriations
Sam Graves (R-MO)	House Committee on Transportation and Infrastructure
Sam Graves (R-MO)	House Committee on Armed Services
Sanford D. Bishop, Jr. (D-GA)	House Committee on Appropriations
Scott Desjarlais (R-TN)	House Committee on Oversight and Government Reform
Scott Garrett (R-NJ)	House Committee on Budget
Scott Perry (R-PA)	House Committee on Transportation and Infrastructure
Scott Perry (R-PA)	House Committee on Homeland Security
Scott Peters (D-CA)	House Committee on Armed Services
Scott Peters (D-CA)	House Committee on the Judiciary
Scott Rigell (R-VA)	House Committee on Appropriations
Sean Patrick Maloney (D-NY)	House Committee on Transportation and Infrastructure
Secretary of Homeland Security/ DHS	USCG
Secretary of Homeland Security/ DHS	Inspector General of DHS
Secretary of Homeland Security/ DHS	Government Accountability Office
Secretary of Homeland Security/ DHS	Director of National Intelligence (DNI)
Secretary of Homeland Security/ DHS	Central Intelligence Agency (CIA)
Secretary of Homeland Security/	National Security Agency (NSA)

Source	Target
DHS	
Secretary of Homeland Security/ DHS	Federal Bureau of Investigation (FBI)
Secretary of Homeland Security/ DHS	Department of Defense (DOD)
Secretary of Homeland Security/ DHS	Department of State (DOS)
Secretary of Homeland Security/ DHS	United States Customs and Border Protection (CBP)
Secretary of Homeland Security/ DHS	United States Immigration and Customs Enforcement (ICE)
Secretary of Homeland Security/ DHS	Transportation Security Administration (TSA)
Secretary of Homeland Security/ DHS	Department of Justice (DOJ)
Secretary of Homeland Security/ DHS	Drug Enforcement Administration (DEA)
Secretary of Homeland Security/ DHS	US Marshals Service (USMS)
Secretary of Homeland Security/ DHS	Bureau of Justice Statistics (BJS)
Secretary of Homeland Security/ DHS	Bureau of Alcohol, Tobacco and Firearms (ATF)
Secretary of Homeland Security/ DHS	State/Territorial Governments
Secretary of Homeland Security/ DHS	Local Governments
Secretary of Homeland Security/ DHS	Tribal Governments
Secretary of Homeland Security/ DHS	Industry
Senate Committee on Appropriations	USCG
Senate Committee on Appropriations	Thad Cochran (R-MS)
Senate Committee on Appropriations	Mitch McConnell (R-KY)
Senate Committee on Appropriations	Richard Shelby (R-AL)

Source	Target
Senate Committee on Appropriations	Lamar Alexander (R-TN)
Senate Committee on Appropriations	Susan Collins (R-ME)
Senate Committee on Appropriations	Lisa Murkowski (R-AK)
Senate Committee on Appropriations	Lindsey Graham (R-SC)
Senate Committee on Appropriations	Mark Kirk (R-IL)
Senate Committee on Appropriations	Roy Blunt (R-MO)
Senate Committee on Appropriations	John Hoeven (R-ND)
Senate Committee on Appropriations	John Boozman (R-AR)
Senate Committee on Appropriations	Shelley Moore Capito (R-WV)
Senate Committee on Appropriations	Bill Cassidy (R-LA)
Senate Committee on Appropriations	James Lankford (R-OK)
Senate Committee on Appropriations	Steve Daines (R-MT)
Senate Committee on Appropriations	Barbara Mikulski (D-MD)
Senate Committee on Appropriations	Patrick Leahy (D-VT)
Senate Committee on Appropriations	Patty Murray (D-WA)
Senate Committee on Appropriations	Dianne Feinstein (D-CA)
Senate Committee on Appropriations	Dick Durbin (D-IL)
Senate Committee on Appropriations	Jack Reed (D-RI)
Senate Committee on Appropriations	Jon Tester (D-MT)
Senate Committee on Appropriations	Tom Udall (D-NM)

197

Source	Target
Senate Committee on Appropriations	Jeanne Shaheen (D-NH)
Senate Committee on Appropriations	Jeff Merkley (D-OR)
Senate Committee on Appropriations	Christopher Coons (D-DE)
Senate Committee on Appropriations	Brian Schatz (D-HI)
Senate Committee on Appropriations	Tammy Baldwin (D-WI)
Senate Committee on Appropriations	Chris Murphy (D-CT)
Senate Committee on Armed Services	USCG
Senate Committee on Armed Services	John McCain (R-AZ)
Senate Committee on Armed Services	James M. Inhofe (R-OK)
Senate Committee on Armed Services	Jeff Sessions (R-AL)
Senate Committee on Armed Services	Roger Wicker (R-MS)
Senate Committee on Armed Services	Kelly Ayotte (R-NH)
Senate Committee on Armed Services	Deb Fischer (R-NE)
Senate Committee on Armed Services	Tom Cotton (R-AR)
Senate Committee on Armed Services	Mike Rounds (R-SD)
Senate Committee on Armed Services	Joni Ernst (R-IA)
Senate Committee on Armed Services	Thom Tillis (R-NC)
Senate Committee on Armed Services	Dan Sullivan (R-AK)
Senate Committee on Armed Services	Mike Lee (R-UT)
Senate Committee on Armed Services	Lindsey Graham (R-SC)

Source	Target
Senate Committee on Armed Services	Ted Cruz (R-TX)
Senate Committee on Armed Services	Jack Reed (D-RI)
Senate Committee on Armed Services	Bill Nelson (D-FL)
Senate Committee on Armed Services	Claire McCaskill (D-MO)
Senate Committee on Armed Services	Joe Manchin (D-WV)
Senate Committee on Armed Services	Jeanne Shaheen (D-NH)
Senate Committee on Armed Services	Kirsten Gillibrand (D-NY)
Senate Committee on Armed Services	Richard Blumenthal (D-CT)
Senate Committee on Armed Services	Joe Donnelly (D-IN)
Senate Committee on Armed Services	Mazie Hirono (D-HI)
Senate Committee on Armed Services	Tim M. Kaine (D-VA)
Senate Committee on Armed Services	Angus King (I-ME)
Senate Committee on Armed Services	Martin Heinrich (D-NM)
Senate Committee on Banking, Housing, and Urban Affairs	USCG
Senate Committee on Banking, Housing, and Urban Affairs	Richard Shelby (R-AL)
Senate Committee on Banking, Housing, and Urban Affairs	Mike Crapo (R-ID)
Senate Committee on Banking, Housing, and Urban Affairs	Bob Corker (R-TN)
Senate Committee on Banking, Housing, and Urban Affairs	David Vitter (R-LA)
Senate Committee on Banking, Housing, and Urban Affairs	Pat Toomey (R-PA)
Senate Committee on Banking, Housing, and Urban Affairs	Mark Kirk (R-IL)

Source	Target
Senate Committee on Banking, Housing, and Urban Affairs	Dean Heller (R-NV)
Senate Committee on Banking, Housing, and Urban Affairs	Tim Scott (R-SC)
Senate Committee on Banking, Housing, and Urban Affairs	Ben Sasse (R-NE)
Senate Committee on Banking, Housing, and Urban Affairs	Tom Cotton (R-AR)
Senate Committee on Banking, Housing, and Urban Affairs	Mike Rounds (R-SD)
Senate Committee on Banking, Housing, and Urban Affairs	Jerry Moran (R-KS)
Senate Committee on Banking, Housing, and Urban Affairs	Sherrod Brown (D-OH)
Senate Committee on Banking, Housing, and Urban Affairs	Jack Reed (D-RI)
Senate Committee on Banking, Housing, and Urban Affairs	Charles E. (Chuck) Schumer (D-NY)
Senate Committee on Banking, Housing, and Urban Affairs	Robert Menendez (D-NJ)
Senate Committee on Banking, Housing, and Urban Affairs	Jon Tester (D-MT)
Senate Committee on Banking, Housing, and Urban Affairs	Mark R. Warner (D-VA)
Senate Committee on Banking, Housing, and Urban Affairs	Jeff Merkley (D-OR)
Senate Committee on Banking, Housing, and Urban Affairs	Elizabeth Warren (D-MA)
Senate Committee on Banking, Housing, and Urban Affairs	Heidi Heitkamp (D-ND)
Senate Committee on Banking, Housing, and Urban Affairs	Joe Donnelly (D-IN)
Senate Committee on Commerce, Science, and Transportation	USCG
Senate Committee on Commerce, Science, and Transportation	John Thune (R-SD)
Senate Committee on Commerce, Science, and Transportation	Roger Wicker (R-MS)
Senate Committee on Commerce, Science, and Transportation	Roy Blunt (R-MO)

Source	Target
Senate Committee on Commerce, Science, and Transportation	Marco Rubio (R-FL)
Senate Committee on Commerce, Science, and Transportation	Kelly Ayotte (R-NH)
Senate Committee on Commerce, Science, and Transportation	Ted Cruz (R-TX)
Senate Committee on Commerce, Science, and Transportation	Deb Fischer (R-NE)
Senate Committee on Commerce, Science, and Transportation	Jerry Moran (R-KS)
Senate Committee on Commerce, Science, and Transportation	Dan Sullivan (R-AK)
Senate Committee on Commerce, Science, and Transportation	Ron Johnson (R-WI)
Senate Committee on Commerce, Science, and Transportation	Dean Heller (R-NV)
Senate Committee on Commerce, Science, and Transportation	Cory Gardner (R-CO)
Senate Committee on Commerce, Science, and Transportation	Steve Daines (R-MT)
Senate Committee on Commerce, Science, and Transportation	Bill Nelson (D-FL)
Senate Committee on Commerce, Science, and Transportation	Maria Cantwell (D-WA)
Senate Committee on Commerce, Science, and Transportation	Claire McCaskill (D-MO)
Senate Committee on Commerce, Science, and Transportation	Amy Klobuchar (D-MN)
Senate Committee on Commerce, Science, and Transportation	Richard Blumenthal (D-CT)
Senate Committee on Commerce, Science, and Transportation	Brian Schatz (D-HI)
Senate Committee on Commerce, Science, and Transportation	Ed Markey (D-MA)
Senate Committee on Commerce, Science, and Transportation	Cory A. Booker (D-NJ)
Senate Committee on Commerce, Science, and Transportation	Tom Udall (D-NM)
Senate Committee on Commerce, Science, and Transportation	Joe Manchin (D-WV)

Source	Target
Senate Committee on Commerce, Science, and Transportation	Gary Peters (D-MI)
Senate Committee on Energy and Natural Resources	USCG
Senate Committee on Energy and Natural Resources	Lisa Murkowski (R-AK)
Senate Committee on Energy and Natural Resources	John Barrasso (R-WY)
Senate Committee on Energy and Natural Resources	James E. Risch (R-ID)
Senate Committee on Energy and Natural Resources	Mike Lee (R-UT)
Senate Committee on Energy and Natural Resources	Jeff Flake (R-AZ)
Senate Committee on Energy and Natural Resources	Bill Cassidy (R-LA)
Senate Committee on Energy and Natural Resources	Cory Gardner (R-CO)
Senate Committee on Energy and Natural Resources	Steve Daines (R-MT)
Senate Committee on Energy and Natural Resources	Rob Portman (R-OH)
Senate Committee on Energy and Natural Resources	John Hoeven (R-ND)
Senate Committee on Energy and Natural Resources	Lamar Alexander (R-TN)
Senate Committee on Energy and Natural Resources	Shelley Moore Capito (R-WV)
Senate Committee on Energy and Natural Resources	Maria Cantwell (D-WA)
Senate Committee on Energy and Natural Resources	Ron Wyden (D-OR)
Senate Committee on Energy and Natural Resources	Bernie Sanders (I-VT)
Senate Committee on Energy and Natural Resources	Debbie Stabenow (D-MI)
Senate Committee on Energy and Natural Resources	Al Franken (D-MN)
Senate Committee on Energy and Natural Resources	Joe Manchin (D-WV)

Source	Target
Senate Committee on Energy and Natural Resources	Martin Heinrich (D-NM)
Senate Committee on Energy and Natural Resources	Mazie Hirono (D-HI)
Senate Committee on Energy and Natural Resources	Angus King (I-ME)
Senate Committee on Energy and Natural Resources	Elizabeth Warren (D-MA)
Senate Committee on Environment and Public Works	USCG
Senate Committee on Environment and Public Works	James M. Inhofe (R-OK)
Senate Committee on Environment and Public Works	David Vitter (R-LA)
Senate Committee on Environment and Public Works	John Barrasso (R-WY)
Senate Committee on Environment and Public Works	Shelley Moore Capito (R-WV)
Senate Committee on Environment and Public Works	Mike Crapo (R-ID)
Senate Committee on Environment and Public Works	John Boozman (R-AR)
Senate Committee on Environment and Public Works	Jeff Sessions (R-AL)
Senate Committee on Environment and Public Works	Roger Wicker (R-MS)
Senate Committee on Environment and Public Works	Deb Fischer (R-NE)
Senate Committee on Environment and Public Works	Mike Rounds (R-SD)
Senate Committee on Environment and Public Works	Dan Sullivan (R-AK)
Senate Committee on Environment and Public Works	Barbara Boxer (D-CA)
Senate Committee on Environment and Public Works	Tom Carper (D-DE)
Senate Committee on Environment and Public Works	Benjamin L. Cardin (D-MD)
Senate Committee on Environment and Public Works	Bernie Sanders (I-VT)

Source	Target
Senate Committee on Environment and Public Works	Sheldon Whitehouse (D-RI)
Senate Committee on Environment and Public Works	Jeff Merkley (D-OR)
Senate Committee on Environment and Public Works	Kirsten Gillibrand (D-NY)
Senate Committee on Environment and Public Works	Cory A. Booker (D-NJ)
Senate Committee on Environment and Public Works	Ed Markey (D-MA)
Senate Committee on Finance	USCG
Senate Committee on Finance	Orrin G. Hatch (R-UT)
Senate Committee on Finance	Chuck Grassley (R-IA)
Senate Committee on Finance	Mike Crapo (R-ID)
Senate Committee on Finance	Pat Roberts (R-KS)
Senate Committee on Finance	Mike Enzi (R-WY)
Senate Committee on Finance	John Cornyn (R-TX)
Senate Committee on Finance	John Thune (R-SD)
Senate Committee on Finance	Richard Burr (R-NC)
Senate Committee on Finance	Johnny Isakson (R-GA)
Senate Committee on Finance	Rob Portman (R-OH)
Senate Committee on Finance	Pat Toomey (R-PA)
Senate Committee on Finance	Dan Coats (R-IN)
Senate Committee on Finance	Dean Heller (R-NV)
Senate Committee on Finance	Tim Scott (R-SC)
Senate Committee on Finance	Ron Wyden (D-OR)
Senate Committee on Finance	Charles E. (Chuck) Schumer (D-NY)
Senate Committee on Finance	Debbie Stabenow (D-MI)
Senate Committee on Finance	Maria Cantwell (D-WA)
Senate Committee on Finance	Bill Nelson (D-FL)
Senate Committee on Finance	Robert Menendez (D-NJ)
Senate Committee on Finance	Tom Carper (D-DE)
Senate Committee on Finance	Benjamin L. Cardin (D-MD)
Senate Committee on Finance	Sherrod Brown (D-OH)

Source	Target
Senate Committee on Finance	Michael Bennet (D-CO)
Senate Committee on Finance	Robert P. Casey, Jr. (D-PA)
Senate Committee on Finance	Mark R. Warner (D-VA)
Senate Committee on Foreign Relations	USCG
Senate Committee on Foreign Relations	Bob Corker (R-TN)
Senate Committee on Foreign Relations	James E. Risch (R-ID)
Senate Committee on Foreign Relations	Marco Rubio (R-FL)
Senate Committee on Foreign Relations	Ron Johnson (R-WI)
Senate Committee on Foreign Relations	Jeff Flake (R-AZ)
Senate Committee on Foreign Relations	Cory Gardner (R-CO)
Senate Committee on Foreign Relations	David Perdue (R-GA)
Senate Committee on Foreign Relations	Johnny Isakson (R-GA)
Senate Committee on Foreign Relations	Rand Paul (R-KY)
Senate Committee on Foreign Relations	John Barrasso (R-WY)
Senate Committee on Foreign Relations	Benjamin L. Cardin (D-MD)
Senate Committee on Foreign Relations	Barbara Boxer (D-CA)
Senate Committee on Foreign Relations	Robert Menendez (D-NJ)
Senate Committee on Foreign Relations	Jeanne Shaheen (D-NH)
Senate Committee on Foreign Relations	Christopher Coons (D-DE)
Senate Committee on Foreign Relations	Tom Udall (D-NM)
Senate Committee on Foreign Relations	Chris Murphy (D-CT)

Source	Target
Senate Committee on Foreign Relations	Tim M. Kaine (D-VA)
Senate Committee on Foreign Relations	Ed Markey (D-MA)
Senate Committee on Homeland Security & Governmental Affairs	USCG
Senate Committee on Homeland Security & Governmental Affairs	Ron Johnson (R-WI)
Senate Committee on Homeland Security & Governmental Affairs	John McCain (R-AZ)
Senate Committee on Homeland Security & Governmental Affairs	Rob Portman (R-OH)
Senate Committee on Homeland Security & Governmental Affairs	Rand Paul (R-KY)
Senate Committee on Homeland Security & Governmental Affairs	James Lankford (R-OK)
Senate Committee on Homeland Security & Governmental Affairs	Mike Enzi (R-WY)
Senate Committee on Homeland Security & Governmental Affairs	Kelly Ayotte (R-NH)
Senate Committee on Homeland Security & Governmental Affairs	Joni Ernst (R-IA)
Senate Committee on Homeland Security & Governmental Affairs	Ben Sasse (R-NE)
Senate Committee on Homeland Security & Governmental Affairs	Tom Carper (D-DE)
Senate Committee on Homeland Security & Governmental Affairs	Claire McCaskill (D-MO)
Senate Committee on Homeland Security & Governmental Affairs	Jon Tester (D-MT)
Senate Committee on Homeland Security & Governmental Affairs	Tammy Baldwin (D-WI)
Senate Committee on Homeland Security & Governmental Affairs	Heidi Heitkamp (D-ND)
Senate Committee on Homeland Security & Governmental Affairs	Cory A. Booker (D-NJ)
Senate Committee on Homeland Security & Governmental Affairs	Gary Peters (D-MI)
Senate Committee on the Budget	USCG

Source	Target
Senate Committee on the Budget	Mike Enzi (R-WY)
Senate Committee on the Budget	Chuck Grassley (R-IA)
Senate Committee on the Budget	Jeff Sessions (R-AL)
Senate Committee on the Budget	Mike Crapo (R-ID)
Senate Committee on the Budget	Lindsey Graham (R-SC)
Senate Committee on the Budget	Rob Portman (R-OH)
Senate Committee on the Budget	Pat Toomey (R-PA)
Senate Committee on the Budget	Ron Johnson (R-WI)
Senate Committee on the Budget	Kelly Ayotte (R-NH)
Senate Committee on the Budget	Roger Wicker (R-MS)
Senate Committee on the Budget	Bob Corker (R-TN)
Senate Committee on the Budget	David Perdue (R-GA)
Senate Committee on the Budget	Bernie Sanders (I-VT)
Senate Committee on the Budget	Ron Wyden (D-OR)
Senate Committee on the Budget	Debbie Stabenow (D-MI)
Senate Committee on the Budget	Patty Murray (D-WA)
Senate Committee on the Budget	Sheldon Whitehouse (D-RI)
Senate Committee on the Budget	Mark R. Warner (D-VA)
Senate Committee on the Budget	Jeff Merkley (D-OR)
Senate Committee on the Budget	Tammy Baldwin (D-WI)
Senate Committee on the Budget	Tim M. Kaine (D-VA)
Senate Committee on the Budget	Angus King (I-ME)
Senate Committee on the Judiciary	USCG
Senate Committee on the Judiciary	Chuck Grassley (R-IA)
Senate Committee on the Judiciary	Orrin G. Hatch (R-UT)
Senate Committee on the Judiciary	Jeff Sessions (R-AL)
Senate Committee on the Judiciary	Lindsey Graham (R-SC)
Senate Committee on the Judiciary	John Cornyn (R-TX)

Source	Target
Senate Committee on the Judiciary	Mike Lee (R-UT)
Senate Committee on the Judiciary	Ted Cruz (R-TX)
Senate Committee on the Judiciary	Jeff Flake (R-AZ)
Senate Committee on the Judiciary	David Vitter (R-LA)
Senate Committee on the Judiciary	David Perdue (R-GA)
Senate Committee on the Judiciary	Thom Tillis (R-NC)
Senate Committee on the Judiciary	Patrick Leahy (D-VT)
Senate Committee on the Judiciary	Dianne Feinstein (D-CA)
Senate Committee on the Judiciary	Charles E. (Chuck) Schumer (D-NY)
Senate Committee on the Judiciary	Dick Durbin (D-IL)
Senate Committee on the Judiciary	Sheldon Whitehouse (D-RI)
Senate Committee on the Judiciary	Amy Klobuchar (D-MN)
Senate Committee on the Judiciary	Al Franken (D-MN)
Senate Committee on the Judiciary	Christopher Coons (D-DE)
Senate Committee on the Judiciary	Richard Blumenthal (D-CT)
Senate Committee on Veterans' Affairs	USCG
Senate Committee on Veterans' Affairs	Johnny Isakson (R-GA)
Senate Committee on Veterans' Affairs	Jerry Moran (R-KS)
Senate Committee on Veterans' Affairs	John Boozman (R-AR)
Senate Committee on Veterans' Affairs	Dean Heller (R-NV)

Source	Target
Senate Committee on Veterans' Affairs	Bill Cassidy (R-LA)
Senate Committee on Veterans' Affairs	Mike Rounds (R-SD)
Senate Committee on Veterans' Affairs	Thom Tillis (R-NC)
Senate Committee on Veterans' Affairs	Dan Sullivan (R-AK)
Senate Committee on Veterans' Affairs	Richard Blumenthal (D-CT)
Senate Committee on Veterans' Affairs	Patty Murray (D-WA)
Senate Committee on Veterans' Affairs	Bernie Sanders (I-VT)
Senate Committee on Veterans' Affairs	Sherrod Brown (D-OH)
Senate Committee on Veterans' Affairs	Jon Tester (D-MT)
Senate Committee on Veterans' Affairs	Mazie Hirono (D-HI)
Senate Committee on Veterans' Affairs	Joe Manchin (D-WV)
Senate Select Committee on Intelligence	USCG
Senate Select Committee on Intelligence	Richard Burr (R-NC)
Senate Select Committee on Intelligence	James E. Risch (R-ID)
Senate Select Committee on Intelligence	Dan Coats (R-IN)
Senate Select Committee on Intelligence	Marco Rubio (R-FL)
Senate Select Committee on Intelligence	Susan Collins (R-ME)
Senate Select Committee on Intelligence	Roy Blunt (R-MO)
Senate Select Committee on Intelligence	James Lankford (R-OK)
Senate Select Committee on Intelligence	Tom Cotton (R-AR)

Source	Target
Senate Select Committee on Intelligence	Dianne Feinstein (D-CA)
Senate Select Committee on Intelligence	Ron Wyden (D-OR)
Senate Select Committee on Intelligence	Barbara Mikulski (D-MD)
Senate Select Committee on Intelligence	Mark R. Warner (D-VA)
Senate Select Committee on Intelligence	Martin Heinrich (D-NM)
Senate Select Committee on Intelligence	Angus King (I-ME)
Senate Select Committee on Intelligence	Mazie Hirono (D-HI)
Seth Moulton (D-MA)	House Committee on Armed Services
Sheila Jackson Lee (D-TX)	House Committee on Homeland Security
Sheila Jackson Lee (D-TX)	House Committee on the Judiciary
Sheldon Whitehouse (D-RI)	Senate Committee on Environment and Public Works
Sheldon Whitehouse (D-RI)	Senate Committee on the Judiciary
Sheldon Whitehouse (D-RI)	Senate Committee on the Budget
Shelley Moore Capito (R-WV)	Senate Committee on Appropriations
Shelley Moore Capito (R-WV)	Senate Committee on Energy and Natural Resources
Shelley Moore Capito (R-WV)	Senate Committee on Environment and Public Works
Sherrod Brown (D-OH)	Senate Committee on Finance
Sherrod Brown (D-OH)	Senate Committee on Veterans' Affairs
Sherrod Brown (D-OH)	Senate Committee on Banking, Housing, and Urban Affairs
Stacey E. Plaskett (D-VI)	House Committee on Oversight and Government Reform
State/Territorial Governments	USCG
State/Territorial Governments	Secretary of Homeland Security/DHS
State/Territorial Governments	Industry
Stephen Lynch (D-MA)	House Committee on Oversight and Government Reform
Steve Chabot (R-OH)	House Committee on the Judiciary
Steve Cohen (D-TN)	House Committee on Transportation and Infrastructure
Steve Cohen (D-TN)	House Committee on the Judiciary
Steve Daines (R-MT)	Senate Committee on Appropriations

Source	Target
Steve Daines (R-MT)	Senate Committee on Commerce, Science, and Transportation
Steve Daines (R-MT)	Senate Committee on Energy and Natural Resources
Steve Israel (D-NY)	House Committee on Appropriations
Steve King (R-IA)	House Committee on the Judiciary
Steve Knight (R-CA)	House Committee on Armed Services
Steve Knight (R-CA)	House Committee on Science, Space, and Technology
Steve Russell (R-OK)	House Committee on Oversight and Government Reform
Steve Russell (R-OK)	House Committee on Armed Services
Steve Scalise (R-LA)	House Committee on Energy and Commerce
Steve Womack (R-AR)	House Committee on Appropriations
Steve Womack (R-AR)	House Committee on Budget
Steven Palazzo (R-MS)	House Committee on Appropriations
Susan A. Davis (D-CA)	House Committee on Armed Services
Susan Collins (R-ME)	Senate Committee on Appropriations
Susan Collins (R-ME)	Senate Select Committee on Intelligence
Susan W. Brooks (R-IN)	House Committee on Energy and Commerce
Suzan K. DelBene (D-WA)	House Committee on the Judiciary
Suzanne Bonamici (D-OR)	House Committee on Science, Space, and Technology
Tammy Baldwin (D-WI)	Senate Committee on Homeland Security & Governmental Affairs
Tammy Baldwin (D-WI)	Senate Committee on Appropriations
Tammy Baldwin (D-WI)	Senate Committee on the Budget
Tammy Duckworth (D-IL)	House Committee on Oversight and Government Reform
Tammy Duckworth (D-IL)	House Committee on Armed Services
Ted Cruz (R-TX)	Senate Committee on Commerce, Science, and Transportation
Ted Cruz (R-TX)	Senate Committee on Armed Services
Ted Cruz (R-TX)	Senate Committee on the Judiciary
Ted Deutch (D-FL)	House Committee on the Judiciary
Ted Lieu (D-CA)	House Committee on Oversight and Government Reform
Ted Poe (R-TX)	House Committee on the Judiciary
Terri A. Sewell (D-AL)	House Permanent Select Committee on Intelligence
Thad Cochran (R-MS)	Senate Committee on Appropriations
Thom Tillis (R-NC)	Senate Committee on Armed Services

Source	Target
Thom Tillis (R-NC)	Senate Committee on the Judiciary
Thom Tillis (R-NC)	Senate Committee on Veterans' Affairs
Thomas J. Rooney (R-FL)	House Committee on Appropriations
Thomas J. Rooney (R-FL)	House Permanent Select Committee on Intelligence
Thomas Marino (R-PA)	House Committee on Homeland Security
Thomas Marino (R-PA)	House Committee on the Judiciary
Thomas Massie (R-KY)	House Committee on Oversight and Government Reform
Thomas Massie (R-KY)	House Committee on Transportation and Infrastructure
Thomas Massie (R-KY)	House Committee on Science, Space, and Technology
Tim Huelskamp (R-KS)	House Committee on Veterans' Affairs
Tim M. Kaine (D-VA)	Senate Committee on Armed Services
Tim M. Kaine (D-VA)	Senate Committee on Foreign Relations
Tim M. Kaine (D-VA)	Senate Committee on the Budget
Tim Murphy (R-PA)	House Committee on Energy and Commerce
Tim Ryan (D-OH)	House Committee on Appropriations
Tim Ryan (D-OH)	House Committee on Budget
Tim Scott (R-SC)	Senate Committee on Banking, Housing, and Urban Affairs
Tim Scott (R-SC)	Senate Committee on Finance
Tim Walberg (R-MI)	House Committee on Oversight and Government Reform
Tim Walz (D-MN)	House Committee on Armed Services
Tim Walz (D-MN)	House Committee on Veterans' Affairs
Todd Rokita (R-IN)	House Committee on Transportation and Infrastructure
Todd Rokita (R-IN)	House Committee on Budget
Tom Carper (D-DE)	Senate Committee on Homeland Security & Governmental Affairs
Tom Carper (D-DE)	Senate Committee on Environment and Public Works
Tom Carper (D-DE)	Senate Committee on Finance
Tom Cole (R-OK)	House Committee on Appropriations
Tom Cole (R-OK)	House Committee on Budget
Tom Cotton (R-AR)	Senate Committee on Armed Services
Tom Cotton (R-AR)	Senate Committee on Banking, Housing, and Urban Affairs
Tom Cotton (R-AR)	Senate Select Committee on Intelligence
Tom Emmer (R-MN)	House Committee on Natural Resources

Source	Target
Tom Graves (R-GA)	House Committee on Appropriations
Tom MacArthur (R-NJ)	House Committee on Armed Services
Tom MacArthur (R-NJ)	House Committee on Natural Resources
Tom McClintock (R-CA)	House Committee on Budget
Tom McClintock (R-CA)	House Committee on Natural Resources
Tom Price (R-GA)	House Committee on Budget
Tom Price (R-GA)	House Committee on Budget
Tom Rice, Jr. (R-SC)	House Committee on Transportation and Infrastructure
Tom Udall (D-NM)	Senate Committee on Appropriations
Tom Udall (D-NM)	Senate Committee on Commerce, Science, and Transportation
Tom Udall (D-NM)	Senate Committee on Foreign Relations
Tony Cardenas (D-CA)	House Committee on Budget
Tony Cardenas (D-CA)	House Committee on Energy and Commerce
Transportation Security Administration (TSA)	USCG
Transportation Security Administration (TSA)	Secretary of Homeland Security/DHS
Transportation Security Administration (TSA)	Government Accountability Office
Trent Franks (R-AZ)	House Committee on Armed Services
Trent Franks (R-AZ)	House Committee on the Judiciary
Trey Gowdy (R-SC)	House Committee on Oversight and Government Reform
Trey Gowdy (R-SC)	House Committee on the Judiciary
Tribal Governments	USCG
Tribal Governments	Secretary of Homeland Security/DHS
Tribal Governments	Industry
Tulsi Gabbard (D-HI)	House Committee on Armed Services
United States Customs and Border Protection (CBP)	USCG
United States Customs and Border Protection (CBP)	Secretary of Homeland Security/DHS
United States Customs and Border Protection (CBP)	Government Accountability Office
United States Immigration and Customs Enforcement (ICE)	USCG

Source	Target
United States Immigration and Customs Enforcement (ICE)	Secretary of Homeland Security/DHS
United States Immigration and Customs Enforcement (ICE)	Government Accountability Office
US Marshals Service (USMS)	USCG
US Marshals Service (USMS)	Secretary of Homeland Security/DHS
US Marshals Service (USMS)	Government Accountability Office
US Marshals Service (USMS)	Department of Justice (DOJ)
US Navy (USN)	Department of Defense (DOD)
US Navy (USN)	USCG
US Navy (USN)	Government Accountability Office
US Navy (USN)	Director of National Intelligence (DNI)
USCG	Public
USCG	Secretary of Homeland Security/DHS
USCG	Inspector General of DHS
USCG	Government Accountability Office
USCG	Area Maritime Security Committees (AMSC)
USCG	Area Committees (AC)
USCG	Director of National Intelligence (DNI)
USCG	Central Intelligence Agency (CIA)
USCG	National Security Agency (NSA)
USCG	Federal Bureau of Investigation (FBI)
USCG	Department of Defense (DOD)
USCG	US Navy (USN)
USCG	Department of State (DOS)
USCG	United States Customs and Border Protection (CBP)
USCG	United States Immigration and Customs Enforcement (ICE)
USCG	Transportation Security Administration (TSA)
USCG	Department of Justice (DOJ)
USCG	Drug Enforcement Administration (DEA)
USCG	US Marshals Service (USMS)
USCG	Bureau of Justice Statistics (BJS)
USCG	Bureau of Alcohol, Tobacco and Firearms (ATF)

Source	Target
USCG	State/Territorial Governments
USCG	Local Governments
USCG	Tribal Governments
USCG	Industry
USCG	Senate Committee on Homeland Security & Governmental Affairs
USCG	House Committee on Appropriations
USCG	House Committee on Oversight and Government Reform
USCG	House Committee on Transportation and Infrastructure
USCG	Senate Committee on Appropriations
USCG	Senate Committee on Commerce, Science, and Transportation
USCG	House Committee on Armed Services
USCG	House Committee on Budget
USCG	House Committee on Energy and Commerce
USCG	House Committee on Homeland Security
USCG	House Permanent Select Committee on Intelligence
USCG	House Committee on the Judiciary
USCG	House Committee on Natural Resources
USCG	House Committee on Science, Space, and Technology
USCG	House Committee on Veterans' Affairs
USCG	Senate Committee on Armed Services
USCG	Senate Committee on Banking, Housing, and Urban Affairs
USCG	Senate Committee on Energy and Natural Resources
USCG	Senate Committee on Environment and Public Works
USCG	Senate Committee on Finance
USCG	Senate Committee on Foreign Relations
USCG	Senate Select Committee on Intelligence
USCG	Senate Committee on the Judiciary
USCG	Senate Committee on Veterans' Affairs
USCG	Senate Committee on the Budget
Vern Buchanan (R-FL)	House Committee on Budget
Vicky Hartzler (R-MO)	House Committee on Armed Services
Vicky Hartzler (R-MO)	House Committee on Budget

Source	Target
Walter B. Jones, Jr. (R-NC)	House Committee on Armed Services
Will Hurd (R-TX)	House Committee on Homeland Security
William Hurd (R-TX)	House Committee on Oversight and Government Reform
William Keating (D-MA)	House Committee on Homeland Security
William Lacy Clay Jr. (D-MO)	House Committee on Oversight and Government Reform
William Lacy Clay Jr. (D-MO)	House Committee on Natural Resources
Yvette D. Clarke (D-NY)	House Committee on Energy and Commerce
Zoe Lofgren (D-CA)	House Committee on the Judiciary
Zoe Lofgren (D-CA)	House Committee on Science, Space, and Technology

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